

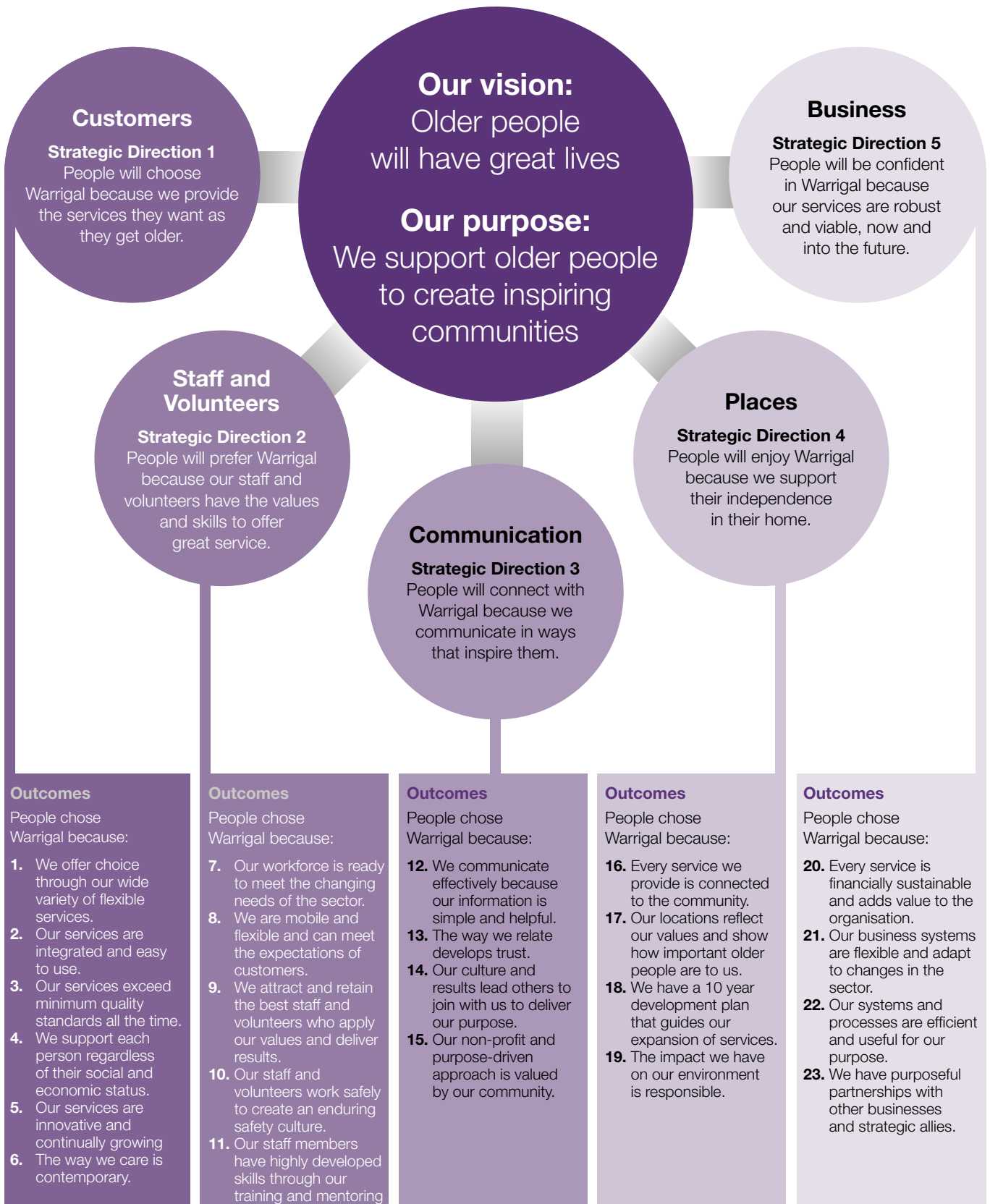
Annual Report 2014



50 *Warrigal*
Celebrating 50 years volunteering

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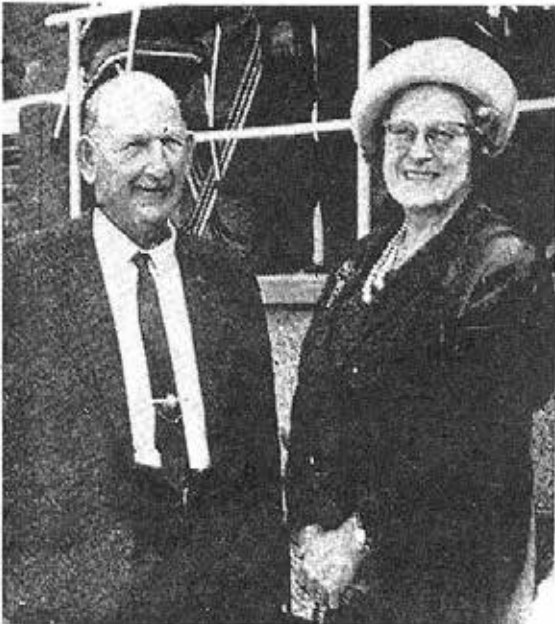
Warrigal was founded under the leadership of the Shellharbour Lions Club in 1964. At that time there were no care homes in either the Shellharbour or Kiama Municipalities.

Through the efforts of the Shellharbour Lions Club in particular, a small area of Native Dog Hill, now know as Mt Warrigal, was leased from the Shellharbour Council and the original dairy farm house of Mr Arthur Gorrell was converted to a 10 bed Residential Care Home or Rest Home as it was then known.

The Board of Directors which was formed in September 1967 consisted of representatives from the Lions Club, Kiama Soroptimists, Rotary and Apex Service Clubs and indeed a number of local residents were themselves the very first of many volunteers to come in Warrigal's history.

From the Archives

'NO REGRETS' SAYS THE PAST OWNER



"We have no regrets now that we see what excellent use has been made of our home," said Mr. Arthur Gorrell, former owner of the house and land at Mt. Warrigal.



Elected Secretary at the first official board meeting – Norm Rowland – took over from Reg Simpson in 1973 as the Chairman and served in this position for 14 years.

"It all started with voluntary help" said Margaret Land (founding auxiliary member) in an excerpt from an interview in 2004.

A local informal Auxiliary Group was formed in 1968 with the late Mrs Peggy Mackander being elected as the inaugural president. This was the early days of volunteering, with the group providing much needed support to get the first 'Rest Home' up and running.

A new auxiliary group was formed in 1976 when a band of 15 ladies met at Fay Smith's house to form a volunteer group for the then Mt Warrigal Retirement Village. Mrs Fay Smith was the newly formed auxiliary's president.

It is fair to say that, through some archive interviews with Norm Rowland, the enormity and magnitude of pioneering the first care home in Shellharbour was at times quite daunting. Here is an extract of an interview with Norm;

Interviewer: Did you realise the magnitude of this project?

Norm: No

Interviewer: So when did it really sink in?

Norm: I don't know but it was a fair amount of work. We had a lot of fun and we met some tremendous people – Joan Pearce and Fay Smith among them. You know when we had these hostel units we were given the building and nothing else, so we had to have a ladies auxiliary to raise much needed funds. Fay Smith called me one day and said she was at a bit of loose end and what could she do to help at Mt Warrigal? Consequently the Ladies Auxiliary was formed. There was a minor one before then but that folded up. Fay invited a lot of other women at a get together, including my wife, and they all used to do the running of the hostel voluntarily, including cleaning and cooking, labour and fund raising.



Roy and Beryl Lewis – Beryl Lewis was coordinator of the Opportunity Shop and instrumental in the Shellharbour Day Care Centre, later to be know as the Beryl Lewis Day Care Centre

Beryl Lewis (Director) was also interviewed in early 2004 about her time in the Auxiliary and running the Op shop. Here's what she had to say:

Beryl: We had a good income from the Op shop although the main income was coming from the bingo that the Auxiliary also ran.

All five buses were bought from the profits raised from bingo.

We also helped the home with whatever was needed and we paid for soft furnishings, curtains and for most of the equipment that went into the homes when we were first established.

On Friday mornings after I worked in the Op Shop for many years, I would always want to go to the home to spend time with and visit the residents. That's when I started to call bingo at Mt Warrigal.

Beryl Lewis Centre

The Day Care Centre came about from when I was a board member. I attended quite a lot of conferences and I got very interested in Alzheimer's. When the conferences would come up and we would get the invitations, I would always say I'll go because I was so interested. The overwhelming message from the conferences was the cry from the Carers saying we need somewhere for respite. I took this message back to the board. Then, this building came up in View Street. The only Day Care Centre at that stage was the local RSL, which operated on a Monday. That was the only day care in the whole region.

There was nowhere for anybody who had Alzheimer's. So we discussed it with the Board and we came up with the Day Care Centre (Club Connect) that now currently exists. We did a lot of research and travelled all over the country. We visited every Day Care or Alzheimer's unit or anything that was available so we would know what we were doing.

We applied to the government and got a grant to help. But mostly it was funded from the Auxiliary in the beginning.

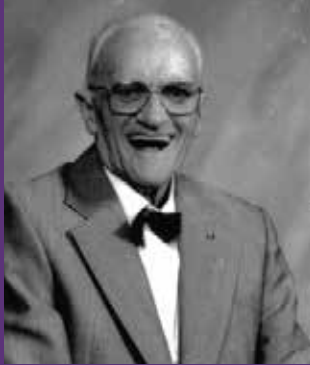
I'm very proud of the Auxiliary and all of those that volunteer. People have done some wonderful things; you wouldn't credit what they have done. The original volunteers used to do the scrubbing of the floors and the cooking. Everything was done by these volunteers before we came viable enough to have staff to do that. That is a truly wonderful thing. They are all lovely, I love them all. I'll just be honest, anyone that wants to have joy and fulfillment in their life, and who love older people should volunteer because you get it all. They give you more than you give them.

Today the auxiliaries are not only in the Illawarra but have expanded with the organisation to include Bundanoon and Goulburn.

From the Archives



The first Warrigal bus bought with funds raised through the Auxiliary



Foundation Chairman
Reg Simpson – Elected
Chairman in 1968 until 1973.



President of the Mount
Warrigal Auxiliary from 1988
to 1998, Mrs Carol Gribble.



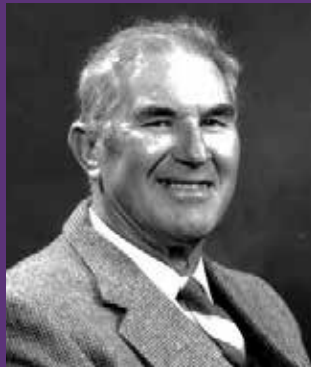
Brian Mackander – Board
Member and Treasurer from
1967 to 1976. Rejoined the
board in 1984.



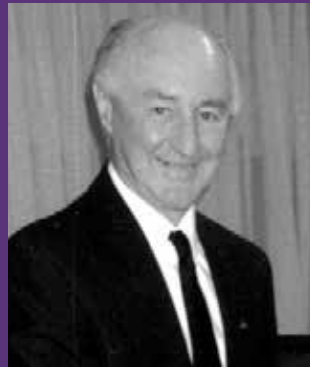
Joan Pearce – Board Member
from 1982 to 1984. Company
Member from 1983 to 2010.



John Land
Founding member from 1982
to 1998.



Sid Uren – former board
member. Board Member from
1984 until 1997.



Alan Cluff – Vice Chairman
and Honorary Secretary.
Board Member from 1982
to 2000.



Fay Smith – Founding
President of the Auxiliary from
1976 to 1984.

The First Board of Directors

As listed on the agenda of the Inaugural Board Meeting of the Mount Warrigal Rest Home, 27th September 1967

Mrs J Pearce, Kiama Soroptomists
Dr A Bilton, Kiama Apex
Mr K Stuart, Shellharbour Rotary
Mr B Mackander, Shellharbour Apex
Mr H Bush, Citizen Member
Mr N Rowland, Shellharbour Lions
Mr R Simpson, Shellharbour Lions

Board of Directors as at the 21st Anniversary of the Mt Warrigal Retirement Village:

Chairman: Mr Brian Mackander
Vice Chairman: Mr Norm Rowland
Honorary Secretary: Mr Alan Cluff
Honorary Treasurer: Mr Norm Roland
Honorary Assistant Treasurer: Mr Alan Hardy

Directors:

Mr Michael Barry
Mrs Wilma Dovers
Mrs Carol Gribble
Mr John Land
Mrs Beryl Lewis
Mr Sid Uren

Volunteers have been a large part of Warrigal's success from the very beginning – they rolled up their sleeves and stepped up to the need. And now, almost 50 years on, volunteers are still providing the support, strength and spirit of Warrigal.

This year we thank them and celebrate their tireless support to the community and to Warrigal and for helping us to realise our vision that 'Older people will have great lives'.

Our Volunteers, celebrating 50 years

Warrigal volunteers are an inspiring group of people who provide invaluable support to our staff and positively impact upon the lives of older people who choose our services. In recognition of the valuable role of volunteers in our organisation, Warrigal has, since 2007, dedicated a paid employee in the role of Volunteer Services Officer who is responsible for coordinating our volunteer recruitment, induction, training and other services.

In 2013-14 our volunteers contributed over 29,000 hours in services ranging from driving the Warrigal buses, gardening, pastoral and chaplaincy, fundraising and supporting older people in their everyday lives.

Warrigal recognises the value adding services provided by volunteers and in return we provide them with the same learning and development (including orientation) opportunities offered to our staff. Furthermore in 2013-14 Warrigal has implemented the following initiatives to assist our volunteers:

- A new Volunteer Handbook, which provides key information to assist volunteers settle into Warrigal and understand their role and responsibilities whilst volunteering;
- A Volunteer Management Resource Kit which contains information and forms to assist staff at each service to stay up to date with requirements;
- A Volunteer Engagement Survey was developed and distributed to all our volunteers seeking their feedback so as to assist Warrigal with planning and continuous improvement; and
- Volunteer profiles and articles are now also featured in Warrigal's biannual publication 'Inspire'.

2014 was an important date in our Volunteer calendar with 50 year celebrations held to mark Warrigal's origins in 1964. Various events were held across the Illawarra and Southern Highlands during Volunteer Week in May with special mementos marking this significant milestone being presented to our volunteers.

An Invitation... Volunteer with Us!

- Visit your older friends regularly
- Participate in the functions and special events at your local community village
- Become a donor to Warrigal: you can donate by secure credit card payment online at www.givenow.com.au/warrigalcare - all donations over \$2 are tax deductible

Volunteering can be rewarding surpassing all your expectations.

We need your time and talent to:

- Help in the garden
- Read to the visually impaired
- Assist with art and craft
- Organise a fundraising event
- Drive one of our buses
- Join our Chaplaincy and Pastoral Care Program

These are just a few of the ways you could assist Warrigal. If you have some time or a special talent you can offer, please call our Volunteer Services Officer on 1800 WARRIGAL

Older people at Warrigal are looking forward to meeting you.

So are we.

Volunteering

What makes a volunteer? Volunteers are ordinary people who do extraordinary things for people they may not even know. They don't do it because they have to, they don't do it because they're told to, they do it because they want to.

For some, volunteering is a great way of giving back. It is their way of saying 'thank you' to their community that has helped them and provided for them over the years. Some volunteer because they see someone in need. For others, it is simply a nice way to spend their time – doing something that they enjoy and sharing that moment with others. After all, time is such a precious resource, more precious than money. And it is the time that volunteers give that makes such a difference to the lives of the residents and families of Warrigal.

Volunteers don't do what they do for the acknowledgement, for the money, or for the kudos. Our volunteers have told us that they do it because it brings joy to the people that they help, and it brings joy to them. That they do it simply because it needs doing and it brings purpose to their lives.

Our Award Winning Volunteers



NSW Premiers Seniors Awards, Organisation Award – Warrigal Care

For commitment and
service to seniors
NSW Premiers
Awards, March 2005

Our results for 2013/2014

We supported 4741 older people across all of our services including 989 in residential care, 609 in community villages, 383 in Club Connect and 2760 in our home support services.

Our philosophy of choice underpins the implementation of our strategic plan, to achieve our vision that older people will have great lives in inspiring communities we have supported them to create.

Our Strategic Plan has 23 outcomes that are being pursued as we develop some of Australia's most inspiring communities for older people.

For the 11th year in a row we received the Workplace Gender Equality Agency Employer of Choice for Women citation and our 2013 Annual Report won silver in the Australian Reporting Awards.

We continue to rapidly expand Warrigal Connect, our comprehensive home support services and many brokered and private services now available.

We addressed our financial challenges by continuing to improve our residential care revenue streams.

We finished building the next stage of our expanded services at Goulburn and we obtained a NSW government grant to fast track the development of services at the Shell Cove marina.

Our deficit from operations for the year was \$555,000.

Our revenue grew by 9.7% to \$54.3 million and our total assets grew by 8.7% to \$156.3 million.



Community owned – we are a for-purpose organisation, endorsed as a deductible gift recipient by the Australian Tax Office, we were initiated 50 years ago by the Shellharbour Lions Club in 1964, later assisted by the Kiama Soroptimists, Shellharbour Rotary Club, Shellharbour Apex Club, local residents and the Shellharbour Council. Our first care home was opened in January 1968 at Mt Warrigal.

We operate 7 Residential Care homes, 8 Community Villages and offer various levels of Home Support including 3 Warrigal Connect services and 2 Club Connect programs, which provides access to in-home support and day respite services. We also offer specialised palliative and dementia services at several locations. All these services are accessible through our Client Services Team on 1800 WARRIGAL.



Our communities

We have services in Queanbeyan, Goulburn Mulwaree, Wingecaribee, Shoalhaven, Kiama, Shellharbour and Wollongong shire councils.

Our people

More than 1000 people deliver our services including 337 volunteers and 760 staff.

Our values

Integrity, respect, compassion and innovation.

Our vision

Older people will have great lives.

Our purpose

We support older people to create inspiring communities.

Our philosophy

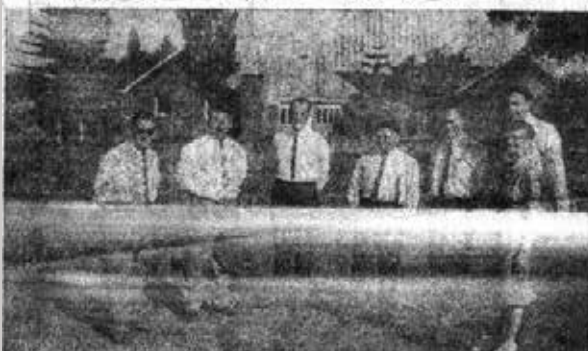
Through choice, older people should be able to be themselves, and be independent, respected, happy and connected.

Our customer objective

People will choose Warrigal because we provide the services they want as they get older.

From the Archives

HOSPITAL WILL ASSIST AGED



Elderly people on the South Coast will soon have another place for convalescing — Shellharbour Lions Club is converting an old house at Mt Warrigal into a geriatric hospital.



Our Award Winning Volunteers

NSW Premiers Seniors Week Awards, Individual Award – Jimmy McKechnie

For commitment and service to seniors
NSW Premiers Awards, March 2003

A few words from Alan Hardy and Mark Sewell



Report of the Chairperson and Chief Executive Officer

It's been 50 years since volunteers began this impressive service to the community and we continue to have a strong commitment to what we do. By embracing the significant challenges of a sector in reform we now know more than ever that our focus is on older people and the importance of creating and operating the range of quality services that they want.

The incredible resilience of our managers, staff and especially our volunteers, residents and their families across the organisation means we are at the forefront of delivering a new competitive range of excellent services at several locations where other profit seeking providers would not go.

This year saw the completion of our largest aged care home at Goulburn and the addition of our eighth retirement village at the same location to create a truly integrated service system at this impressive location. To create a community with every type of accommodation and care service an older person may need over an ageing life journey of possibly ten, twenty or even thirty years is a very satisfying achievement for the Goulburn community.

As a result of the federal government's strict constraints on aged care funding we engaged with external experts focussed on maximising residential care revenue. The achievements so far have enabled us to continue to employ wonderful care staff and additional wellness programs to deliver really excellent direct care at frontline services. This commitment to efficiency and viability is now even more important if we are to thrive in the new deregulated competitive environment based on reputation and price.

Our new Towards 2020 strategic plan has been an opportunity to further improve our comprehensive strategic reporting process for the Board and Management Team. Our monthly, quarterly and annual reports now use the seventy seven ambitious strategic initiatives to drive improvement across the organisation. We have discovered how effective a relentless cycle of focussed project reporting can be on a defined set of outcomes linked to our vision and purpose. This is what gives everyone at Warrigal a sense of belonging and achievement to a common cause.

We move into 2015 determined to even better engage the next generation of older Australians to find out what they want to live the lives they choose.

We are committed to asking the hard questions; to listening; to planning; to taking real and meaningful action and to enabling real choice for older people.

Alan Hardy Chairperson and Mark Sewell CEO



50 Warrigal

Celebrating 50 years volunteering

Did You Know?

1964 Shellharbour Lions Club identified the need for aged care services in Kiama and Shellharbour

Our History

1960s

1964

The Shellharbour Lions Club identified the need for services for older people.

1967

Shellharbour Lions Club, Kiama Soroptimists, Rotary and Apex formed the first Board of the Mount Warrigal Retirement Village.



1968

Mrs E Grant became the first resident of the 10-bed "rest home" located on Native Dog Hill (Mt Warrigal). Mrs Enid Baker was the first matron. All other staff were volunteers. Funding came from community donations. The land was leased from Shellharbour Council.

1970s

1971

Sixteen more older people joined. Local service clubs met furnishing and building costs.

Fay Smith officially opens new units



1976

Mrs. Fay Smith was elected as the inaugural president of the first auxiliary.

The home expanded to accommodate another 28 residents.

1980s

1981/1982

Warrigal was incorporated as a public company under the name Mount Warrigal Retirement Village Limited and also became a registered charity.

Opening of the Ladies Auxiliary opportunity shop in Warilla.



1983

Warrigal welcomed residents to the 12 Villa Warrigal Community Village in Arcadia Street Warilla.

1984

The original Residential Care Home on Mt Warrigal closed and a new 50-bed home opened on the corner of George and Arcadia Streets Warilla with an additional Warrigal Community Village also constructed known as Arcadia Court.

1985

The original Residential Care Home on Mount Warrigal re-opened with 40 new residents and was named after Joan Pearce in recognition of her services to the Board and Auxiliary.

1988/1990

50 beds were added to Mount Warrigal Residential Care Home at Warilla.

30 residents were welcomed to Rowland Court at Lake Illawarra, named in recognition of Norm Rowland a past Chairman of the Board.

1990s

1991

16 units were constructed to form Reg Simpson Court at Albion Park, named after the organisation's founding Chairman.

A community day respite centre commenced at Lake Illawarra named after Beryl Lewis a long serving member of the Board and Auxiliary.

1993

An additional 101 older people were cared for in Warrigal Community Village Figtree and in Coniston Residential Care Home.

Albion Park Rail welcomed 40 residents into the John and Margaret Land Hostel and the first 10 Units of Cluff Court. The village was named after the Mackander family, the hostel after John and Margaret Land and Cluff Court after Alan and Lorraine Cluff.

49 residents were welcomed to the Goulburn Residential Care Home then named Mirambeena Nursing Home.

The Property Services Department at Oak Flats opened.

1994

100 residents joined the Warrigal Community Village Queanbeyan (known then as Kawaree Retirement Village).

42 residents moved into Linkside Residential Care home and 17 moved to Warrigal Community Village Bundanoon (known then as Linkside Gardens Retirement Village).

Warrigal Administration Centre opened at Albion Park Rail.

1995/1997

40 residents of Glades Bay Gardens at Gladesville Sydney were welcomed.

Warrigal Connect (formerly known as Community Care Illawarra) commenced operations.

1997

Queen Beatrix Residential Care Home in Mackander Village opened with 41 residents.

1998

56 additional units were completed at Cluff Court. Warrigal Connect (Warrigal Community Care) began in Queanbeyan.

1999

Warrigal Care became the registered trading name; a new logo and new corporate colours were adopted.

2000s

2000/2001

Warrigal Care welcomed into its care the 17 residents of Pencomas Lodge Goulburn.

Warrigal Connect (Community Care) began services in Goulburn.

Warrigal Community Village Albion Park Rail opened its village community centre.

2006/2007

Land was purchased at Beach Street Wollongong for future expansion of services.

Warrigal Connect (Community Care) private services commenced at Illawarra Goulburn and Queanbeyan.

Stage 1 of Bundanoon's Residential Care home was completed for 45 people



2008

Residents of Pencomas Lodge and Mirambeena Residential Care homes moved into the new 120 bed home at St Aubyn St Goulburn.

Warrigal Connect Goulburn and Queanbeyan expanded with several levels of Care Connect and Support including specialised dementia home services.

Warrigal Club Connect (Day Respite Service) commenced in Goulburn.

All services renamed to reflect location.

2009

Pencomas Lodge and Mirambeena Nursing home were sold. An additional 45 beds opened at Bundanoon.

A new Strategic Plan for the next 3 years was developed with 4 new strategic directions.

2010s

2010

Warrigal sold our stand alone Warrigal Residential Care Home Gladesville to another non-profit provider.

We purchased land in Shell Cove to develop a new integrated community village

Warrigal's Administration staff expanded to 60.

2011

Warrigal Community Connect expanded substantially with the acquisition of AllCare In-Home Services.

Warrigal Community Village, Albion Park Rail expanded by 8 villas. The Administration building was expanded.

Warrigal Connect passed the first round auditing process under the new Common Standards.

2013

A new Philosophy of Care was developed.

A new Strategic Plan called 'Towards 2020' was developed.

Our updated brand and new look 'Warrigal' was launched.

Our Care Quality Compliance Team was established and our Care Governance Framework was improved.

2014

Goulburn Community Village officially opened including 36 new villas and 40 care suites.

\$17m in funding from Restart NSW grant for our new Residential Care Home in Shell Cove was approved.

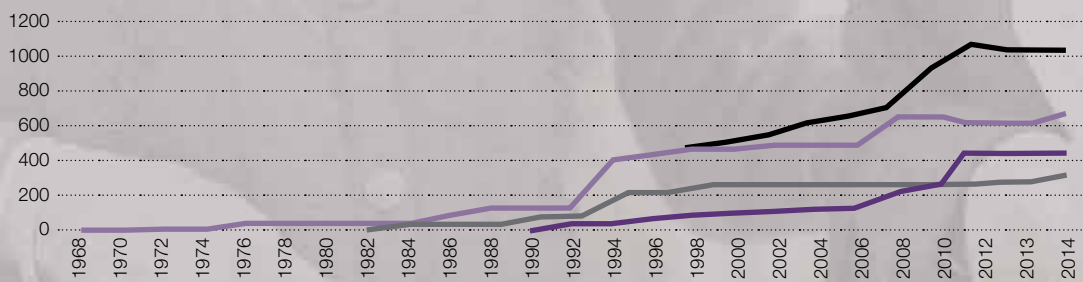


We provide the services that older people want

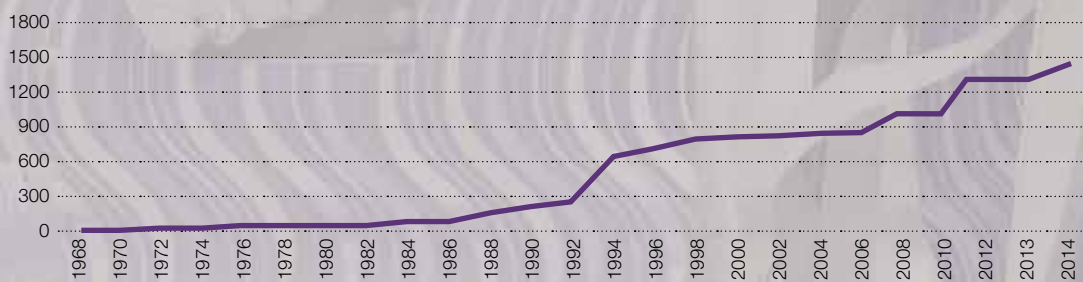


History of service growth

- Provisional allocated bed licences
- Operational bed licences
- Community Services
- Independent living



All services combined growth history



Our executive team



Marina Bolton
Executive Manager – Human Resources
 Payroll
 Organisation Development
 Volunteer Services
 Recruitment and Retention
 Health and Safety

Wayne Temby
Executive Manager – Finance and Administration
 Finance
 Procurement
 Community Relations
 Information Services
 Client Services

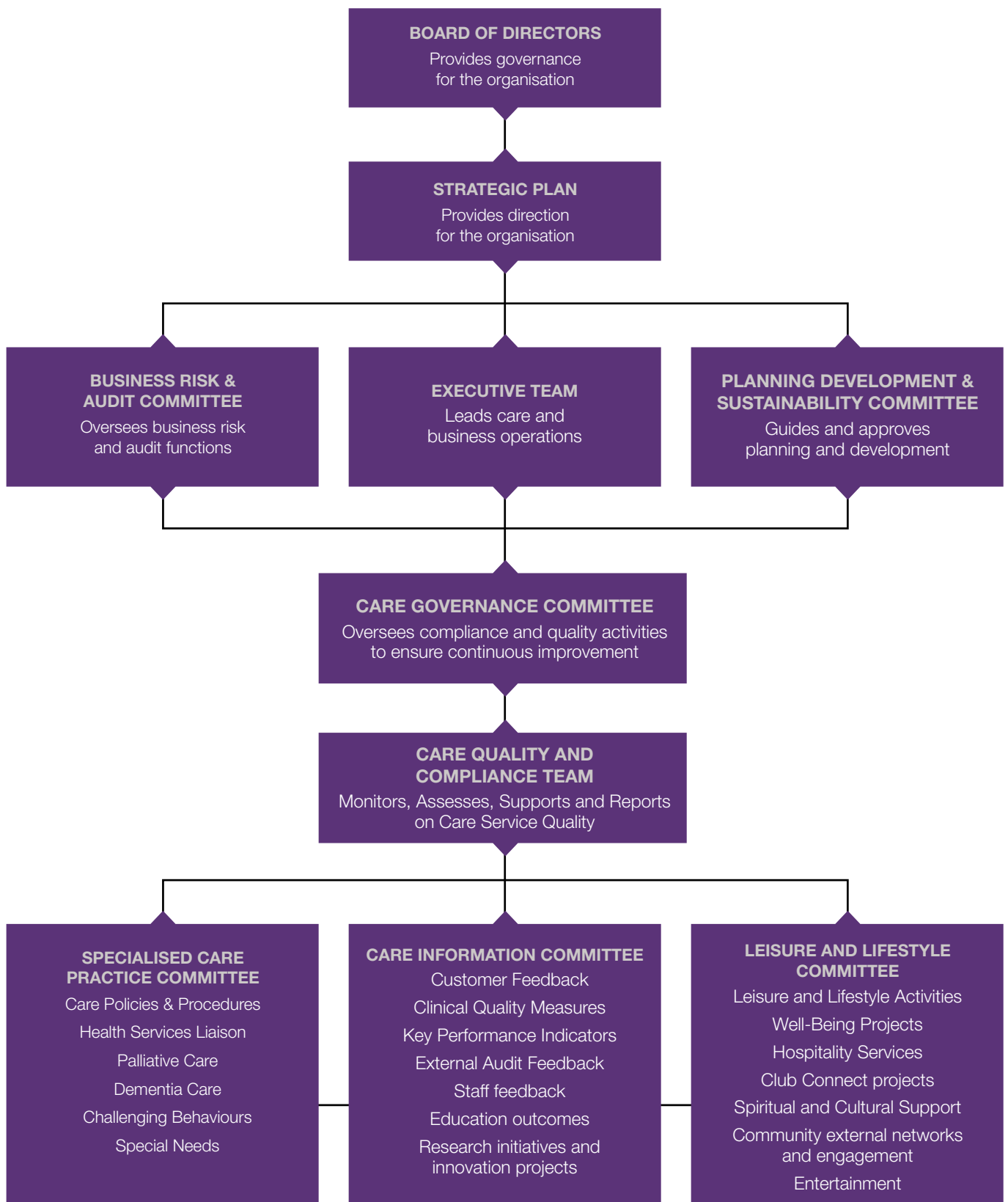
Peter Hutchinson
Executive Manager – Property and Sustainability
 Property Development
 Environmental Sustainability
 Asset Maintenance

Mark Sewell
Chief Executive Officer
 Company Secretary

Emilia Graham
Executive Manager – Residential Services
 Residential Care Homes
 ■ Illawarra
 ■ Goulburn
 ■ Bundanoon
 ■ Queanbeyan
 Hospitality Services
 Care Quality and Compliance

Ian McClintock
Executive Manager – Community Services
 Community Connect, Club Connect, Community Villages
 ■ Illawarra
 ■ Shoalhaven
 ■ Bundanoon
 ■ Goulburn
 ■ Queanbeyan
 Strategic Planning

Our Care Quality Framework



How our performance measures up against our Towards 2020 Strategic Directions

Direction	Results
People will choose Warrigal because we provide the services they want as they get older.	<ul style="list-style-type: none"> ■ Our multiple integrated services at Albion Park Rail and Goulburn enable residents and customers to transition through all stages of care at the one location. ■ Customers living in our communities are supported to transition into services that we provide as they require more support. These include Residential Care, Warrigal Connect and Warrigal Club Connect. We operate a seamless service model to help older people feel supported on their journey with Warrigal. ■ Our new Community Village at Goulburn is close to full with 98% of villas becoming home to our newest residents. ■ We introduced a new rental policy at two of our villages, to better support those who may not be able to afford our other Community Villages.
People prefer Warrigal because our staff and volunteers have the values and skills to offer great service.	<ul style="list-style-type: none"> ■ Our great service is provided by a strong dedicated and skilled team comprising 760 staff and 337 volunteers who perform a broad spectrum of roles and offer a wide variety of services to residents and customers. ■ A new Learning & Development Manager has been engaged to further strengthen Warrigal's commitment in building the capability of its staff through the provision of further legislative and professional development learning needs of staff. ■ A new Culture Transformation program has commenced to consolidate recent changes to our organisation. These changes and improvement centre around our new visual identity, philosophy, vision, values and strategic direction. The Culture Transformation program will help foster business realignment, culture shift and the positive demonstration of key behaviours by management and staff. ■ We have engaged the services of external consultant, Recovery Partners to ensure the health, safety and wellbeing of our staff and volunteers at all of our workplaces.
People will connect with Warrigal because we communicate in ways that inspire them.	<ul style="list-style-type: none"> ■ We successfully implemented the new reforms and improved our processes and systems to provide potential customers with relevant and informative communication. ■ We exceeded the government's affordability concessional ratios at all residential care services to ensure we are always affordable to people in our community. ■ We forged new partnerships in the form of a 'Memorandum of Understanding' with likeminded community organisations across our service areas. ■ Our new 1800 WARRIGAL number provides customers with an easy to remember one stop contact point for all services in all areas. ■ We are members of 8 ACS advisory committees, and our CEO is an ACS NSW/ACT Director and the Illawarra Regional ACS Chair.
People will enjoy Warrigal because we support their independence in their home.	<ul style="list-style-type: none"> ■ Our business partnerships have resulted in a 57% increase in the total number of private and brokerage services offered in the past year from 1572 to approximately 2760. ■ We have 12 active research partnerships that are recommending continual improvements to the way we deliver services. ■ Independent monitoring agencies regularly report our actual levels and trends in our emissions to reduce our environmental footprint and manage costs to support our vision that 'Older people will have great lives.'
People will be confident in Warrigal because our services are robust and viable, now and into the future.	<ul style="list-style-type: none"> ■ ACFI care optimisation program undertaken at every home. ■ We were successful in obtaining a \$17 million grant under the Restart NSW Illawarra Infrastructure Funding for the Shell Cove development. ■ Budgets are benchmarked and measured via Key Performance Indicators (KPIs) in monthly Balanced Scorecards ■ Bond holdings were invested in a wider range of investments seeking a higher yield while mitigating risk and complying with the Aged Care Act. ■ Significant refurbishments undertaken at many of our locations ensure the quality of our service premises remain relevant by today's standards.

People will choose Warrigal because we provide the services they want as they get older

Occupancy Rates 2014

■ Low Care	94.03%	■ Merged Care	91.03%
■ High Care	95.26%	■ In home Care	100.00%
■ Warrigal Community Villages	91.09%	■ Warrigal Club Connect	52.82%



From the Archives



\$17,000 top up for village

Celebrating 25 years of fundraising



• Mt Warrigal Care Auxiliary Life Members, Carole Gribble, Betty Gorton, Olive James and Fay Smith.

MT WARRIGAL Care Auxiliary celebrated 25 years of community service on Monday at a formal luncheon at Sea Spray Function Centre in Shellharbour.

More than 80 people attended the event which saw past and present auxiliary members catch up on old times.

The group was founded on

March 8, 1976 when a band of 15 ladies met at Fay Smith's house to form a volunteer group for the Mt Warrigal Retirement Village. Mrs Smith was named president.

This group, which was renamed Mt Warrigal Care Auxiliary has been involved in fundraising and voluntary help ever since.

They opened an opportunity

shop (which is still running strongly), have funded the purchase of five buses, numerous forms of medical equipment and furnished many of the organisation's hostels.

Current president, Betty Gorton, said it was great to catch up with past and founding members and the luncheon was a great success.

Operational services at each location for 2013/2014

Location	1	2	3	4	5	6	7	8	9	10	11	12	13
Queanbeyan	0	45	0	0	80	57	0	40	2	2	15	3	18
Goulburn	78	17	25	40	0	36	15	44	5	7	47	21	11
Bundanoon	18	20	25	27	30	12	0	0	0	0	0	0	0
Shellharbour	111	71	67	86	98	151	25	20	0	0	90	89	18
Wollongong	46	0	14	0	138	39	0	0	0	0	81	111	22
Shoalhaven	0	0	0	0	0	0	0	0	0	0	3	27	17
Totals	253	153	131	153	346	295	40	104	7	9	236	251	86

- 1 Residential Care Homes (High Care)
- 2 Residential Care Homes (Low Care)
- 3 Residential Care Homes (Dementia Care)
- 4 Residential Care Homes (Extra Service Status)
- 5 Provisional Allocations
- 6 Community Villages (Independent Living Units)
- 7 Warrigal Club Connect (Day Respite)

- 8 Warrigal Connect (Community Aged Care Packages)*
- 9 Warrigal Connect (Extended Aged Care at Home)*
- 10 Warrigal Connect (Extended Aged Care at Home – Dementia)*
- 11 Warrigal Connect (Private Services)*
- 12 Warrigal Connect (Home and Community Care)*
- 13 Warrigal Connect (Veterans Home Care)*

Numbers are based on data in board report as at 30 June 2014.

From the Archives



Golden oldies present cheque

No-one was happier than 89-year-old Mr. Stephen Crane when he heard a charity soccer match was being played at Barrack Heights.

Mr. Crane, a resident at the Mt. Warrigal Rest Home, attended the game between a hand-picked "Golden Oldies Warilla Utd. XI" and a Shellharbour Worrkers Invitation XI.

The match finished 8-4 to the oldies — with no shortage of goalmouth action.

PICTURE: Charity soccer match organiser, Mr. Bert Coates presents a cheque to Mt. Warrigal Retirement Village Chairman, Mr. Norm Rowland. Mr. Steven Crane is also pictured at the presentation.

LAKE TIMES 21/9/83.

Our Care Practice Committees

Our Care Practice Committees

Warrigal has three care practice committees in 2014 that were formed from the 5 original ones started in 2004 to map and monitor care practice and initiate care quality improvements within the organisation. Membership of these committees includes staff, managers, community stakeholders and industry specialists who are able to recommend policy and practice, focus training and development and advise the best use of resources.

The three care practice committees are:

1. Specialised Care Practice Committee – used as a focus group for improvements to Palliative Care, Dementia Care and other Specialised Care Programs.
2. Care Information Management – oversees the way our iCare and other data systems enable the monitoring of the quality and efficiency of care.
3. Leisure and Lifestyle Committee – focuses on active living initiatives and innovative care philosophies.



Our Award Winning Volunteers



Volunteer of the Year, Highly Commended Finalist – Lorraine Korgitta
Wollongong City Council,
December 2002

From the Archives

Urgent telegram to the Minister

TIMES 27/6/84
**The Honourable Dr. Neal Blewett,
Minister for Health**

"You are killing the dedication and enthusiasm of the voluntary charitable organisation of Mt. Warrigal by scrapping the operating 25-bed nursing home.

"In your reply you do not address the question of a moratorium on the existing nursing home until the area need is met or until your co-ordinating committee has considered and otherwise provided for the needs of the region. This you promised to do at our meeting on June 7.

"From your other comments it is evident that

your department is unaware of the geographical and other considerations of the area which make the existing home totally unviable as a day care centre, nor have you examined the plans for the new nursing home which does cater for a day care centre.

"We are dismayed by your lack of compassion for the elderly persons on our waiting list and your apparent overriding financial consideration.

"Urgent reconsideration of your reply is requested."

*N.J. Rowland,
Mt. Warrigal Retirement Village Chairman.*

Warrigal Customers have their say

At Warrigal we encourage all of our customers to provide us with their feedback.

Formal complaints and compliments regarding resident/client care	2006	2007	2008	2009	2010	2011	2012	2013	2014	Change	Agency to which the complaint was referred
Complaints resolved internally	47	48	45	39	36	25	31	17	10*		N/A
Complaints referred to external agencies	4	1	6	6	4	17	4	4	7*	-	Department of Health & Ageing (DoHA)/ Department of Social Services (DoSS)
Total complaints	51	49	51	45	40	42	35	21	17*		N/A
Total written compliments	117	84	100	26	48	76	72	104	40		N/A

*Obtained from 2013/14 Board Reports 'Significant Complaints' figures

Care in your home – our Connect Services

Annual Connect Services client satisfaction survey

The annual survey for the organisation was not undertaken this year due to significant changes made to incorporate the new philosophy and strategic plan that were implemented

during this financial year. The survey tools have now been updated ready to be implemented in late 2014.

Ladies auxiliary raises \$10,500

The Mt. Warrigal Ladies Auxiliary raised more than \$10,500 during the past 12 months.

In her annual report, the President, Mrs. Fay Smith, said that auxiliary had begun the year with a bank balance of \$1200.

The auxiliary had added to the figure by raising \$227 at a chicken and champagne uncheon at the home of Barbara and Eric Dunster, of Shellharbour, \$175 at a Kiama golf associates charity day, \$300 from raffles, \$382 from donations and \$200 from various other functions.

Current profits from the sales of the recipe book were \$1126.

By far the biggest money earner for the auxiliary has been its house held at the Oakleigh Park hall on Tuesdays and at Warilla Grove on Thursdays.

The total result from these two ventures was more than \$7650.

"Despite our small members, which averages 14 members per meeting, we have still been able to raise more than \$10,500," Mrs. Smith said.

Mrs. Smith said that from this figure, the auxiliary had purchased items valued at \$1550 for the nursing home

and units with the biggest item being \$750 for a pianola.

"We have also banked \$2000 in an interest-bearing deposit as the auxiliary's first step in helping to furnish the new 48 bed nursing home in George Street, Warilla," Mrs. Smith said.

"Unfortunately we are still waiting on final approval for a grant for the nursing home but because it will be in the form of a \$2 to \$1 subsidy we still have a lot of fund-raising ahead of us to reach our necessary third share.

"The auxiliary has donated all house profits to the Mt. Warrigal Board for its building account," Mrs. Smith said.

SPECIAL DAY

She added that there had been one special day during the past year which would be remembered for its success even though it was not a fund-raising day.

It was the 10th birthday of the Mt. Warrigal home and 150 representatives of 40 local organisations attended.

It was at this function that plans were announced for the new nursing home.

Mrs. Smith paid tribute to her auxiliary members for

their outstanding efforts during the year.

The auxiliary executive of President, Mrs. Smith, Secretary Margaret Land and Treasurer, Olive James, were all re-elected at the annual meeting.

The auxiliary meets at the Mt. Warrigal units at 1.30

pm. on the first Monday in each month.

Any lady interested in working for this deserving local charity would be welcome to attend a meeting.

Further details from the publicity officer, Mrs. Faye Tyson, on 96 4861.



From the Archives



\$40,000 boost for retirement village

MT. Warrigal Retirement Village will be better able to cater for disabled residents following the purchase of a new bus with wheelchair access.

Purchase of the bus has been made possible because of a substantial donation from the Retirement Village Auxiliary.

The auxiliary recently donated \$40,000 to the retirement village, \$20,000 of which went towards the new bus with the remainder being used for ongoing retirement village expenses.

According to Auxiliary President, Mrs. Carol Gribble, the money was raised through a variety of activities including bingo, regular bus trips and the auxiliary's opportunity shop.

Warrigal Connect

In 2013-14 we provided services to a total of 1609 older people across the Illawarra, Goulburn and Queanbeyan areas whether in their homes or at our clubs.

Services continued to expand with increasing growth in private and brokerage services in the Illawarra, Goulburn and Queanbeyan areas. These partnerships with other like minded community businesses are a valuable way of ensuring increasing service demand can be met by Warrigal even though we do not receive additional government subsidies for home care and home support services. With the Commonwealth government's new emphasis on home support programs Warrigal Connect will be striving to expand services to meet the growing demand in all of our locations. Older people who use our private fees and brokerage services in all locations have rapidly expanded from a monthly average of 212 in 2013 to 230 this year.

Warrigal Connect assists people to remain living in their own homes. We provide cleaning, transport, social companionship, social outings, personal care, home maintenance and emergency respite. This year we supported 1195 older people in their own homes.

At Warrigal we strive to deliver services that meet the expectations and needs of all our clients and the quality expectations of our government partners. In January 2014 all our home care and home support services in Queanbeyan were quality audited by the Commonwealth Department of Human Services. All 18 quality outcomes were met. This is an excellent result and confirms the Warrigal approach to quality service delivery.

Warrigal Connect is always looking for ways to improve efficiency and to this end we have conducted a trial of new service delivery software. This trial has shown considerable time can be saved in tasks such as staff rostering and payroll. This efficiency improvement will mean service co-ordinators can spend much more quality time liaising directly with clients to review care plans and ensure service preferences are being met.

Warrigal Connect is committed to repackaging, developing and initiating many exciting and relevant new services for older people living in a contemporary world.

Warrigal Club Connect

Warrigal Club Connect provides a caring environment for older people and people living with dementia to enjoy while giving their carers a break. Staff members are assisted by over 30 volunteers, who help in many and various activities, from driving buses to providing entertainment. The Illawarra service has provided support for 68 people and continues to be popular with clients and their families and will be moving to our Care Home at Albion Park Rail in October 2014.

Club Connect in Goulburn is in its fifth year of operation with funding from the Commonwealth Department of Social Services through the National Respite for Carers Program. The service has provided extended short-term support hours for 77 customers during the year, Monday to Saturday.

Warrigal Community Villages

Our eight Community Villages offer independent living in purpose built accommodation for older people. We consult with our 347 village residents through monthly visits to each location by managers, bi-monthly resident committee meetings, and quarterly combined resident committee meetings. The Village Services team continues to work with the residents to plan programs including an annual holiday, attendance at concerts and shows, and other regular recreational activities, which ensure our residents get the most out of village life.

As Warrigal is committed to supporting residents to create inspiring village communities, we have employed a Village Services Officer at Goulburn. This means all village residents in our Southern Highlands villages located in Queanbeyan, Goulburn and Bundanoon, will now receive direct support from the Village Services Team.

While the Village Services team aims to provide an enjoyable and rewarding living environment and ongoing support as residents age and their needs change, it recognises the imperative that you can 'be yourself' in a Warrigal Community Village.

In August 2013, 36 new villas were completed at Warrigal Community Village, Goulburn. This brand new village is now open with 34 villas occupied. We can now offer all service types from our Goulburn location.

The Warrigal Singers were formed in 2013 by residents from our Illawarra Villages. They have performed at our Residential Care Homes as well as the Warrigal Annual Dinner, Illawarra Christmas Parties, Goulburn Village BBQ, the Goulburn Opening, ACSA Open Day and at the Older Musicians Club.

Residential Services



Who were our residents?

This year, Warrigal's Residential Services cared for 989 older people in the Illawarra, Bundanoon, Goulburn and Queanbeyan regions. We provided permanent care for 877 residents, with an average stay of 769 days, and short-term support for 112 residents, with an average stay of 17 days. The average age of our residents was 85 years.

Warrigal's residents represent the diversity in our local communities with 367 customers being male and 622 being female. Furthermore 21.9% of our residents have overseas origins with 15.6% of residents speaking a primary language other than English. Italian is the most prevalent identified nationality using Warrigal services and as such Italian is the primary language other than English spoken by our residents. The next most popular languages are German and Dutch.

Wellness Program

Our Wellness Program has been operating successfully with results indicating that our residents enjoy a greater degree of independence and happiness. This is due to a reduction in the amount of pain experienced, increased mobility and on our part, a cautiously hopeful anticipated increase in social engagement. This has evolved and our being 'well for the day' is each day's goal.

Our Wellness Program provides the opportunity for residents to participate in the wellness activities for up to 5 days per week for sessions that are tailored to their individual needs. The Wellness clinics have become a social meeting place where residents can chat as they receive their heat or massage treatments and enjoy each other's company while participating in mini gym sessions. Our skilled team of physiotherapists, physiotherapy aids, personal carers and specialised palliative registered nurses help to improve the quality of life for residents with chronic pain and those nearing the end of life.

The extended Wellness Program is supported by the Department Social Services via the Aged Care Funding Instrument (ACFI).

The number of residents who have benefited from the program has risen from 302 in 2013 to 546 in 2014. We have recruited additional physiotherapists to meet the demand and provide a varied range of services to our residents and currently looking to extend access to Community Village clients at a number of locations.

In 2013 and 2014, Warrigal was commended by the Australian Aged Care Quality Agency in the Better Practice Awards for the Wellness program which was implemented to improve the quality of life for our people.

From the Archives



Honey the Mt Warrigal volunteer dog



Did You Know?

In 1968 Warrigal had one staff member – Matron Enid Baker. All other staff were volunteers. Funding came from community donations. The land was leased from Shellharbour Council.

The project cost \$15,000.



Entry into a Residential Home

All clients are required to be assessed as eligible by an Aged Care Assessment Team (ACAT) before being considered for commonwealth funded aged care. The Living Longer Living Better (LLLBB) aged care reforms were introduced as of 1 July 2014 and have significant impact on the financial criterion for entry into residential care. Warrigal will continue to support people who are financially disadvantaged and that require residential services.

All our residential homes have been granted at least 2 years accreditation and have successfully met the criteria at all Australian Aged Care Quality Agency (AACQA) support visits and unannounced visits.

Our Residential care homes are looking forward to the next round of accreditation in 2015 where each home will be able to demonstrate significant improvements and ongoing compliance with the accreditation standards.

Validation audits conducted by the Department of Social Services (DoSS)

From July 2013 the DoSS undertook a validation at two sites with 5 downgrades. Significant training and education and system reviews have been undertaken to reduce the risk of future downgrades by the Department.

Location	Month	Files reviewed	Results
Albion Park Rail	Aug 2013	30	0 downgrades
Queanbeyan	Dec 2013	8	2 downgrades
Mt Warrigal	Feb 2014	10	5 downgrades
Goulburn	July 2014	30	10 downgrades

Annual Aged Care Resident Satisfaction Survey

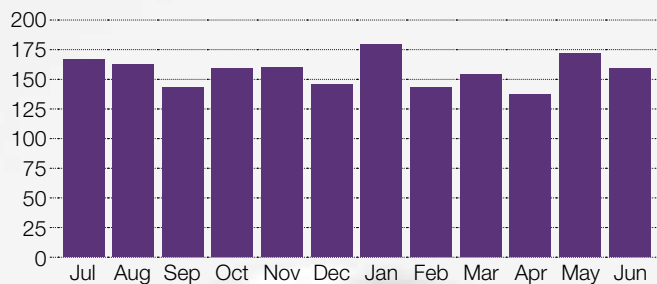
The annual survey for the organisation has been delayed due to significant changes made to incorporate the new philosophy and strategic plan that were implemented during this financial year.

The survey tools have now been updated and distributed (September 2014).

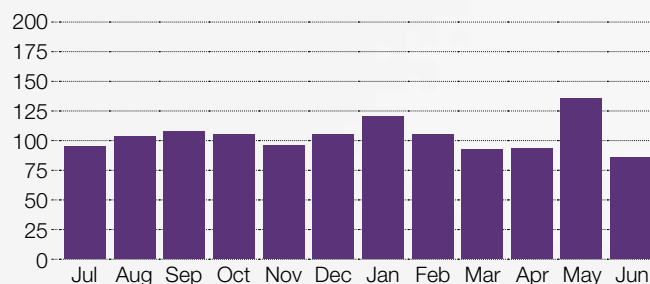
Clinical indicators of health 2013 – 2014

We record and report on clinical indicators of resident health on a monthly basis and this information is used to inform our research programs, care quality committees, project teams and wellness initiatives.

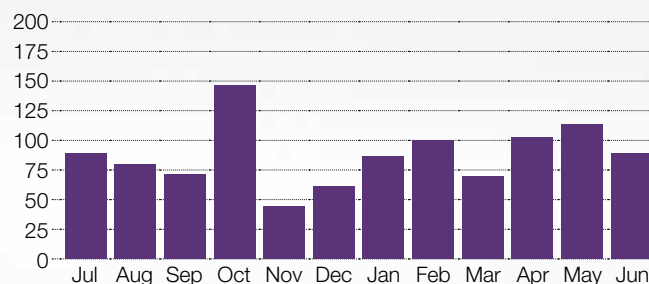
Falls



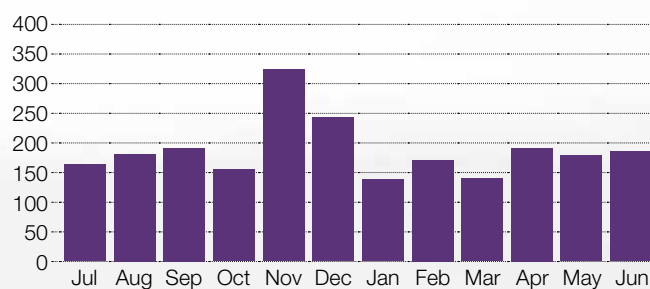
Skin integrity



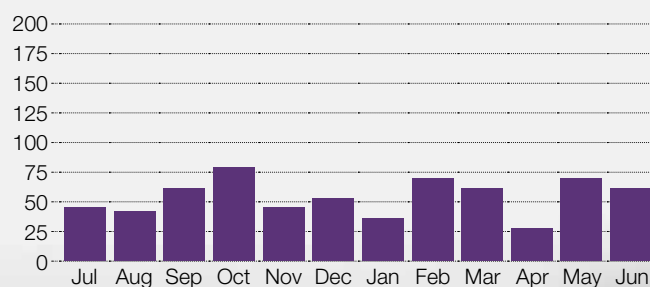
Infections



Challenging Behaviours



Medication errors



Our fresh food commitment



In 2013-14, Warrigal appointed a Hospitality Service Manager to oversee all hospitality services with the aim of improving the dining experience for our residents and ensuring our homes provide a high standard of cleaning and laundry services.

Warrigal is committed to a fresh cook service at every location. Our Hospitality staff take enormous pride in presenting fresh food that is appealing, tasty and pleasing to all residents. They cater knowing that residents look forward to meal times, enjoying the sharing of good food with good company.

Warrigal also ensures strict control measures are in place to safeguard and eliminate any risk to residents when it comes to food service hygiene. Our entire fresh food services are now audited by the NSW Food Authority on a regular basis.

Location	Audit Date	Results
Goulburn	29/11/2013	A
Queanbeyan	22/08/2013	A
Coniston	05/05/2014	A
Warilla	07/05/2014	A
Mt. Warrigal	02/08/2013	A
Bundanoon	12/03/2014	A
Albion Park Rail	27/11/2013	A
Illawarra Club Connect	27/11/2013	A

The NSW Food Authority applies the following ratings to all licensed food businesses. A: Acceptable, B: Acceptable, C; Marginal, D: Unacceptable, E: Unacceptable

From the Archives



\$49,000 boost for Warilla nursing home

LAKE TIMES 4/4/14

The new nursing home in Warilla has received a major boost following a \$48,700 donation on Monday.

The donation was made by the Mt. Warrigal Retirement Village Ladies Auxiliary at its annual meeting.

The money will be used to provide beds and furnishings for 16 patients in the 50-bed nursing home.

The latest donation, brings to more than \$100,000, the

amount raised for the new nursing home by the ladies auxiliary.

Funds were raised through the George Street Op Shop, golf days, street stalls, bingo and raffles.

PRAISED
Mt. Warrigal Retirement

Village Chairwoman, Mr. Norm Rowland, praised the ladies auxiliary for their "magnificent" donation.

Mr. Rowland said more than \$100,000 was still needed to completely furnish the nursing home.

"We have to raise the total amount ourselves and have no chance of a government grant," he said.

(The Commonwealth Government provided a \$750,000 subsidy for the construction of the nursing home.)

"This will be a big year for us and we will be holding a special appeal to raise the funds.

"We are now seeking

Continued on Page 2

Our Research Partnerships

Australian National University

Specialist Mental Health Service for Older People
Katrina Anderson & Sarah McPherson

Staff survey Strains in Dementia Care. The project measures the levels of strains/stress staff experience. It involves surveying staff that care for residents living with Dementia

Canberra University

Faculty of Health
Assistant Professor Nutrition and Dietetics Rachel Bacon

Malnutrition Screening Project
Using SGA tool residents screened for malnutrition

Curtin University

Siobhan Austen

Missing workers: retaining mature age women workers to ensure future labour security 45+

Greater Southern Area Health Service/Australian National University

Tushara Wickramaryaratne (PhD candidate)

Cognitive Behaviour Therapy (CBT) for adults with anxiety and depression

(ISML) Illawarra Shoalhaven Medical Local

Keith McDonald; Samantha Karmel

Bridging aged care & general practice in the Illawarra Shoalhaven – a trial of improved access, coordinated care and e-health technologies. Alternative title: Re: Better Health Care Connections: Aged Care Multidisciplinary Care Coordination and Advisory Service Program

NSW/ACT Dementia Training Study Centre

Professor Richard Fleming

Environmental Assessment Tool (EAT). Development of iPad application and staff training to assess the strengths and weaknesses of the physical environment for residents with dementia

Regional Development Australia (RDA), Illawarra

Katrina Skellern; Natalie Burroughs

LIEEP: Low Income Energy Efficiency Program
“EE3A: Pathways and initiatives for low income people to manage energy”

\$2.3 Million Government Grant Success to Implement Energy Efficiency Project

University of NSW

School of Aviation
Robyn Coman (PhD candidate)

An investigation of environment related manual handling of people (MHP) risk controls that may influence resident functional mobility and staff exposure to MHP risk factors in aged care

University of Wollongong/DTSC

Professor Richard Fleming; Dr Gillian Stillfried; Fallon Forbes
EAT-HC : (Environmental Assessment Tool – High Care)

Development of a tool to evaluate residential facilities for people in the later stages of dementia

University of Wollongong/DTSC

Assoc. Prof. Victoria Traynor; Kerry Johnson

Evaluating the impact of the Environment of Physical Activity Levels and Healthcare Outcomes for People with Dementia Living in Residential Aged Care Facilities. Increasing PA levels for those with dementia a train the trainer approach. Development of a package to be used across Warrigal.

University of Wollongong

Faculty of Business
Prof. John Glynn & Assoc. Prof. Gary Noble
& Mary Papakosmas (PhD candidate)

The process of change which occurs when organisations introduce practices to make their operations more sustainable.

University of Wollongong

Faculty of Commerce
Dr Lynnaire Sheridan

Commerce Internship Program



Our Award Winning Volunteers



Volunteer of the Year, Finalist – Roy Lewis
Wollongong City Council,
December 2002

University of Wollongong

SBRC/AUSCCER Collaboration
Dr Paul Cooper

Enhancing resilience of aged care systems to climate change: retrofitting buildings & sociocultural systems.

SBRC/AUSCCER along with Warrigal Care were successful in the attainment of \$10,000 from the UoW Research Partnerships small grant program. Warrigal and UoW are contributing towards a matching PhD Scholarship for this project.

University of Wollongong

SBRC/AUSCCER Collaboration
Dr Paul Cooper

Keeping Warm Keeping Cool

A collaborative research project with Property Services documenting the where, what, when, why and how people aged 65 and older keep cool in their homes.

University of Wollongong

School of Health Sciences
Alex McClelland; Meredith Kennedy Dietetics Food Service Placements

Dietetics Food Service Inquiry Project

University of Wollongong

School of Health Sciences
Dr Anne-Maree Parrish

Annual Resident and Community Services Satisfaction Survey: Benchmarking and Quality Improvement Project

University of Wollongong

School of Information Systems and Technology
Dr Ping Yu; Malatsi Galani (PhD candidate)

Battling the challenge of continuous training of health care workers to use clinical IT systems through self-management of cognitive load

University of Wollongong

School of Information Systems and Technology
Dr Ping Yu; Siyu Qian (PhD candidate)

Understanding the Medication Management Process in Residential Aged Care

University of Wollongong

School of Medicine
Dr Carl Mahfouz; Cassandra Healey

Interdisciplinary Clinical Experience (ICE) - programme

University of Wollongong

School of Nursing, Midwifery & Indigenous Health
Maria MacKay; Ray Leung & Michele Boatwain

Supported Authentic Learning Experiences

University of Wollongong

School of Psychology
Illawarra Institute for Mental Health
Dr Hamish McLeod; Johanna Allsopp

Reminiscence in depressed and healthy adults: An exploration of the effects of cue modality on autobiographical memory retrieval

From the Archives



● Mr Rowland (left) pictured studying the plans for the extensions yesterday with Malron Baker, Mr MacKender, Mr C. Wellington, Ald. A. Beaton and Mr R. Smee, architect.

REST HOME'S BIGGER INTAKE

A \$40,000 extension project at Mt Warrigal Rest Home will increase its bed

The board running the home announced yesterday that the extra 16 residents would live in three new wards.

Extensions under way should be ready by January.

The home opened two years ago in a converted farmhouse on the summit of Mt Warrigal, overlooking Lake Illawarra and the coastline.

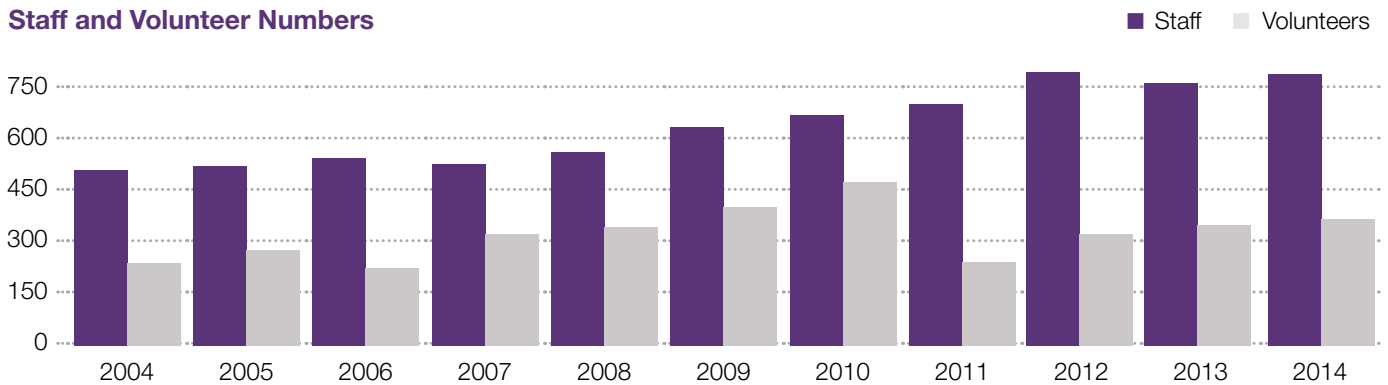
It is a joint project of Shellharbour Lions Club, the Apex Clubs of Shellharbour and Kiama, and Kiama Soroptimist Club.

The board secretary, Mr N. Rowland, said yesterday the resident-staff ratio was 10 to 9, and the extensions would place the home on a far more sound economic basis and reduce costs.

He estimated the cost of furnishing an intensive care bed at \$275.



Staff and Volunteer Numbers



Warrigal is a significant employer in the Illawarra and Southern Highlands. Our workforce has steadily grown over the past 10 years with Warrigal currently employing 760 staff based in 8 main geographical locations. Furthermore our employees perform a broad cross section of roles – 64 different job titles – spread across 17 business units representing residential, community and property services as well as administration. Employees are an important asset for Warrigal with \$33,393,900 paid in wages and superannuation to all our staff.

Our workforce is further supplemented by a strong volunteer membership. Warrigal's volunteer numbers have also steadily increased over the last 10 years with 337 volunteers currently assisting in the delivery of a range of services and programs to support older people. A great outcome as we celebrate our 50th year of volunteering.



Our Award Winning Volunteers

**Best Volunteer Group in the Illawarra,
Beryl Lewis Day Care Centre**
Shellharbour Council, March 2002

Positive People Strategies

Warrigal is fortunate to have some of the most generous people in our local communities working for us. Employees who embrace Warrigal's values of integrity, respect, compassion and innovation and who are committed to our vision of ensuring older people have great lives.

In 2013-14 Warrigal has developed and implemented various initiatives aimed at further embedding our new philosophy and Strategic Plan as well as achieving greater efficiencies in the management of people and financial resources in light of budget constraints. These initiatives include:

- Implementation of a Culture Transformation Program using Pulse Australasia to better align Executive Managers, Managers and Support Services staff behaviours with Warrigal's Strategic Plan;
- Review and upgrade of our Human Resource Information System (HRIS), Payglobal, and other related software to improve our information and service delivery;
- Provision of training and development opportunities to increase our workforce capability as well as improving the way in which our training is delivered; and
- Implementation of an expert external consultant for the provision of Workplace Health and Safety as well as Injury Management services.

Equity and Diversity

Warrigal is committed to providing equal employment opportunities and as a result has a very diverse workforce which reflects the diversity in our local communities.

As at 30 June 2014, the gender profile of our workforce is 87% female and 13% male. Women are well represented in executive and management ranks. We have two female Executive Managers within the six member Executive team. In our management team, 64% of managers are female. In recognition of our robust gender balance and equity policies, Warrigal has successfully achieved the Employer of Choice for Women citation from the Workplace Gender Equality Agency (WGEA). Warrigal is one of only two Health Care and Social Assistance organisations in Australia to have received the citation for 10 years or more.

People from Non English Speaking Background (NESB) and Aboriginal and Torres Strait Islanders (ATSI) are also well represented in our workforce at 15.3% and 1.5% respectively.

Warrigal is also committed to attracting and retaining mature age employees with 27% of our workforce currently over the age of 55.

Warrigal further promotes equity and diversity through the Workplace Bullying and Harassment training sessions forming an integral part of orientation, induction and the mandatory training calendar. A total of 14 sessions were conducted in 2013-14.

Conditions of Employment

Warrigal employees fall under one of two Enterprise Agreements:

- Warrigal Care and Health Services Union East Branch Support Services Enterprise Agreement 2011
- Warrigal Care and NSWNA/ANF and Health Services Union East Branch Enterprise Agreement 2011

Both agreements were negotiated with the relevant Unions and individual employee representatives for the period until 30 June 2014. Negotiations are currently underway for next period's Enterprise Agreements anticipated to be for another three years until June 2017.

Warrigal offers competitive pay and conditions above National Employment Standards and Modern Awards. In addition, staff continue to benefit from Warrigal's flexible working arrangements as reflected in the employment work pattern breakdown of our workforce – 62% of employees work part time, 19% casual and 19% full time. Such working arrangements are also reinforced by standalone staff policies and procedures which support work/home balance and family responsibilities.

Employees can also access voluntary salary packaging which provides a flexible salary option, fringe (non cash) benefits which can effectively reduce taxable income. Currently 30% of Warrigal employees take advantage of this benefit to pay for a range of items such as mortgage and other loan repayments, car, living expenses and superannuation. An effective way to increase one's fortnightly take home pay!

Organisational Development

Warrigal employees have experienced a period of considerable change in 2013-14 – rebranding, restructuring, redundancies and continuing budgetary constraints. As a result, we recognised that some business realignment and a culture shift amongst both management and staff were necessary. To this end, in 2014 Warrigal embarked on an exciting and bold initiative - a Culture Transformation program implemented at Executive, Managers and Support Services staff levels. Together with external consultants, Pulse Australasia, the Executive Management team developed The Warrigal Way - a tailored program aimed at consolidating all the changes that have taken place at Warrigal in recent times – new brand, vision, values and strategic plan. A resource intensive program that over a period of 12 months and through a series of management surveys and culture surveys, extensive training and other activities, will help foster the positive demonstration of key behaviours by management and staff – behaviours identified by Warrigal as vital to our business success.



Did You Know?

1976 – Mrs Fay Smith was elected as the inaugural president of the first auxiliary which included 15 members.



In 2013-14 Warrigal worked with the Community Services Healthy Industry Skills Council (CS-HISC) in implementing various activities on offer through their Aged Care Workforce Innovation Network (WIN) program. The program operates at both the regional and individual enterprise levels and is aimed at assisting the aged care industry to deal with the significant reforms affecting the sector, particularly the increasing workforce needs.

At the enterprise level, Warrigal has taken part in the following WIN activities:

- Undertaking a Reform Ready Review to assist Warrigal identify key actions to build a sustainable organisation over the long term.
- Securing funding through two WIN Enterprise Tailored Grants to address activities recommended in the final report of the Reform Ready Review (RRR). This funding has been directed at two projects resulting from the RRR:
 - Developing a business planning structure including Business Plan template in line with Warrigal's Strategic Plan and strategic outcomes.
 - Implementing a Culture Productivity Program at our Goulburn site designed to improve culture and profitability.

At a regional level, Warrigal has also actively participated in the Illawarra WIN Aged Care Industry Resource Group (IRG) with our CEO, Mark Sewell, as Chair. The IRG has brought together key stakeholders in the local aged care community to work on the development of an Illawarra Regional Workforce Planning Strategy and Action Plan known as ACIWAG. This project concluded at the end of June and the new action group held a launch in July 2014 to implement the plan.

HRIS and Payroll Systems and Processes

Several upgrades and new initiatives were implemented during the 2013-14 period to improve efficiencies in our payroll processes as well as in the way information is accessed and/or delivered to staff.

- The HESTA Superannuation Clearing House project was successfully implemented ahead of schedule and has enabled the effective processing of superannuation payments into the 45 different superannuation schemes held by Warrigal staff.
- The Scheduler module in our Payglobal payroll system was implemented which has resulted in substantial time efficiency gains with payroll processing now automated and operating outside normal working hours.
- Additional modules in eStaff are now operational to allow for better record keeping. All Warrigal staff can use eStaff to access individual payroll records such as payslips and Payment Summaries.



Our payroll team has also been involved in the review and streamlining of Warrigal's recruitment and selection process which will contribute greatly to our attraction and retention strategy.

Learning and Development

Warrigal's Learning and Development (L&D) Program is providing access to on going learning and development opportunities which build on our staff skills and provides for improved career prospects. These opportunities are offered via on-the-job, internal and external workshops and delivered by the L&D team, subject matter experts and external facilitators. The training program is compiled using information from the training needs survey which is conducted across the organisation bi annually.

In 2013-14, Warrigal staff attended 1,055 training sessions throughout the year. This has increased from 739 sessions last year.

In March 2014, Warrigal's new Learning & Development Manager commenced. This is a newly created role which further strengthens Warrigal's commitment to building the capability of its staff through the provision of learning and development opportunities.

A number of new initiatives have been implemented as a result of the successful appointment to the role including:

- A centralised reporting system which is now organisationally driven and more accurately captures L&D needs of staff and facilitates a timely response to those needs.
- Commencement of an on-line learning program which ultimately will provide self-service learning for all staff and volunteers. The pilot program is due to commence in August 2014 at Albion Park Rail care home and be rolled out through all care homes during the next twelve months.
- New Fire Training consultants and trainers were appointed to meet the legislative and accreditation needs of the organisation with new fire training programs being rolled out across the organisation starting in June 2014.

Warrigal also enjoys strong partnerships with the University of Wollongong and other learning centres providing placement for many students each year. Warrigal employees take pride and enjoy their mentoring role, sharing knowledge and real workplace experiences with the students, allowing them to gain valuable on-the-job learning.

Warrigal Board of Directors in 1984

Pictured left to right: Mr R Smith, Mrs F Smith, Mr N Rowland, Mrs Chittick, Mr A Cluff, Mrs J Pearce (seated), Mr R Wynn, Mr J Land, Mr A Fowlie.

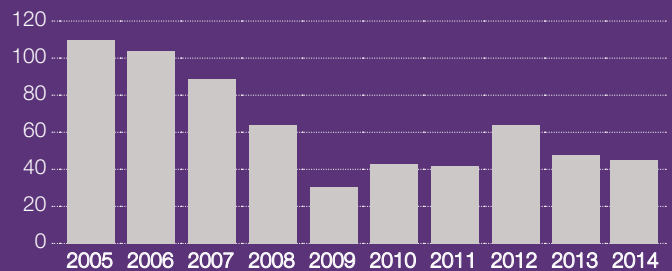


Work Health and Safety

In August 2013, external consultant Ryan's Recovery Partners (RRP) was engaged to provide Workplace Health and Safety (WHS) and Injury Management services to Warrigal. Since RRP's engagement, Warrigal's WHS system has been reviewed with the following improvements identified and/or implemented:

- A proactive risk management approach adopted to capture potential and known hazards. Risk registers have been compiled for all business areas rating these hazards and providing action plans, controls and monitoring processes. These are reviewed on a monthly basis. Preventative measures such as monthly workplace inspections have also been put into place to help capture future hazards.
- Consultation arrangements reviewed and new practices introduced to improve consultation between management and staff and to provide staff with information and training on health and safety issues and risks. This includes toolbox talks, safety alerts, memos, notice board, regular staff meetings and one on one meetings.
- Development of 60 Safe Work Procedures (SWP) in consultation with managers and staff from Warrigal sites and provided to all sites for implementation. Training was provided to educators and site managers on delivery of the SWPs via toolbox talks or other training methods.
- Review of Warrigal's contractor management system conducted with process improvements identified in how contractors are engaged and monitored.
- A number of reports have been developed on major issues affecting Warrigal staff such as residents challenging behaviours.

Lost time injury rate 2005-2014



Injury Management

Warrigal's lost time injury frequency rate has dropped further in the past 12 months to 44. We are continuing to work towards meeting our target of 16. Both the number of injuries and the duration of lost time have reduced.

A 24 hour injury report centre has also been established for Warrigal employees. This has resulted in immediate attention being provided to injured staff and prompt development of rehabilitation plans.

Early response has also assisted in implementing risk management principles to ensure repeat injuries do not occur.

Our Commitment:

We are committed to our values of Integrity, Respect, Compassion and Innovation and:

1

Supporting the choices, rights and values of every person so they can be themselves;

2

Ensuring that the resources provided by Governments, communities and customers are efficiently used and focussed on developing sustainable services;

3

Actively contributing to a team environment where trust facilitates positive personal and professional relationships between staff, volunteers, customers and the community;

4

Ensuring the right to privacy and dignity for every person and their families through the proper and secure collection, use, handling, storage and disposal of all personal information;

5

Improving the quality and expertise of our services through personal development and active participation in Warrigal's education programs;

6

Ensuring the safety of everyone in the workplace by adhering to all safety policies and practices and promoting our safe place culture;

7

Always applying the intent and requirements of the law as well as all of Warrigal's policies and procedures;

8

Being trustworthy and transparent in all that we do and when exposed to potential conflicts of interest we ensure there is no personal gain whilst engaged or after engagement at Warrigal;

9

Ensuring our conduct is according to Warrigal's values and does not bring the organisation into disrepute;

10

Promoting a positive image of older people and their value in the community.



Our Award Winning Volunteers

Volunteering Illawarra – Ron Hatcliffe

Award of recognition – 1999



Our Supporters

Our Volunteers

Christine Briffa
Joe Briffa
Geoffrey Broome
Barry Clark
Sheila Clark
Dennis Curtis
Rex Halpin
Alan Harding
Warren Harmer
Michael Hockey
Peter Hopley
Robert Matthews
Michael McGrath
Bob O'Connor
Kay O'Donnell
Neville Pulley
Darren Ratcliffe
Alan Thayer
Beth Tyson
David Wilson
Keith Clement
Ian Walsh
Zenda Aldridge
Judith Bird
Marie Bowley
Jan Buikstra
Betty Gorton
Carol Gribble
Polly Hannalore
Sue Johns
Inga Keen
Lorraine Korgitta
Wendy Mancell
Francis Mason
Jan McKechnie
Wendy Meikle
Sandra Pearson
Lyn Thomas
Rosemary Thomas
Graham Thomas
Betty Uren
Marion Webber
Anne Webber
Louise Williams
Leanne Yates
Corina Biste
Julie Chadwick
Irene Forskitt
Robert Forskitt
Helen Jablonski
William Logan
Kellie Memmo
Sabine Mueller
Lutz Mueller
Patricia O'Connor
Joan Tuck
Carol Wilson

Emanuel Briffa
Hoang xuan Bui
Anita Burgess
Kaara Calma
Connie Candelaria
Ying hai
Xiaoting (Vicky) Chen
Diane Dean
Sue Geenty
Steven Gruaski
Jessica Hearne
Trent Hubbard
Fiona Jeffrey
Ron Knowles
Sophia Kuleas
Mee Lay
Albinas Lenartas
Mary Mary
Martin Mushaba
Vi-Dai (Vincent) Nguyen
Verona Niebling
Cho Pae
Jessica Patmore
Ranjith Raj
Susan Reiher
Angela Stephenson
Brittany Woodside
Mary Cotton
Helen Ford
Mona Hanigan
Anne Steep
Janny White
Dawn Wilson
Maureen Miller
Connie Woods
Kathleen Moore
Eva Bennett
Frank Jefferies
Val Langlois
Norm Peacock
Betty Peacock
Alison Smithers
Marina Teasdale
Rita Waite
Wendy Swire
Amber McGrath
George Nettlebeck
Valerie Nettlebeck
Edith Rayner
Renae McEntee
Blanca Orellana
William Villy
Pauline Baxter
Lynnette Beringer
Ted Clapham
Mary Clapham
Mick Davis

Jade Demczyszyn
Karen Guthrie
Ashleigh MHarvie
Anne Hacker
Robert Jones
Don McAlister
Evelyn Rickards
Darrell Rickards
Steven Turner
Jade Kelly
Robyn Shoard
Ronald Shoard
Sarah Sparidaans
Renee Smith
Belinda Wohlyemuth
Shane Willey
Laraine Payne
Margery Power
Georgia Maryvale
Elaine Pauling
Nolene Coles
Carlene Coulter
Caroline Lever
Melissa Barber
Peter Campbell
Shirley Carroll
Alan Cluff
Lorraine Cluff
Terence Cobby
Bronwyn Coombes
Robert Hannam
John Iconou
Jade Jeffree
Alan Jones
Michael Lambert
Anna Leshnik
Mauren Lillis
Hannah Lindsay
Denise MacNamara
Scott Matthews
Zac Newton
Janet Nicholson
Greg Pincham
Matthew Potter
Bernice Silby
Lyn Strachan
Barry Templeman
Gary Van Pelt
Dianne Watts
Elsie Webster
Joyce White
Vera Kotrevska
Stonja Mitrovska
Cena Kotevska
Janet Allen
Judith Atkinson
Fay Berwick

Carmen Bonnici
Joan Burke
Veronica Greenfield
Margaret King
Evelyn Lucas
Pat Macleay
Janette Monk
Christene Ryan
Mary Slater
Ella Smith
Josie Testa
John Angus
Don Burgess
Cristina Cristia
Mary Daly
Marilyn Magnee
Jodie McNeill
Alan Neate
Linda Pill
Josephine Pulido
Allan O'Rourke
Linda O'Rourke
Sue Sinclair
Margaret Windolf
Ron Kemp
Marika Arki
Claire Bogaert
Lyn Brown
Natalie Carbone
Alana Collie
Edna Green
Emily Hale
Grace Hansen
Susan Hudson
Shaun Iacovelli
Lee-Ann Jackson
John Jullien
Rhonda Lister
Robert Leishman
Robert Macleay
Noreen McCormack
Maureen Moore
Lydia Mulder
Corrie Rankin
Verne Robinson
Anne Rutherford
Heather Schuster
Jeanette Stennett
Kerry Stier
Leonard Townsend
Jessie Vaughan
Paul Weightman
Sam Whiffen
Kylie Whittaker
Stephen Coates
Philip Bonnici
Daniel Moane

Company Members

Neil Bayo
Edward Clapham
Mary Clapham
Alan Cluff
Lorraine Cluff
Margare Collins
Mili Del Turco
Anne Doorn
Roger Downs
Betty Gorton
Carol Gribble
Helen Hadlow
Marion Hardy
Alan Hardy
Wynand Janssen
Peter Keyes
Lorraine Korgitta
Kay Lucas
Wayne Mackander
Brian Mackander OAM
Brian McKenzie
Garry Miller
Janette Monk
Brian Monk
John Moolhuizen
Elaine Moolhuizen
Wayne Morris
John Mullan
Judy Mullan (Dr)
Helen Newman
Sandra Pearson
Russel Pearson
Ronald Pickford
Neil Preston OAM,
GAICD
Norman Rowland OAM
Lavena Scifleet
Diane Smith
Anne Steep
Ursula Stephens
(Senator)
*Eric Stevenson
Philip Thompson OAM
Betty Uren
Janet Walsh
Brian Walsh
Brian Weir
Jillian Wilson
Margaret Windolf

Staff Service Awards

5 Years

Pamela Arnold
Jennifer Baker
Rebecca Bell
Elissa Boothman
Jennifer Brisbane
Kerri Bruce
Julie Carter
Michael Champion
Christine Collins-Black
Terri-Lea Croker
Carole Cuzen
Lydia Fontana
Janine Forbes
Anne Galvin
Steven Gonchee
Vanessa Hartgrove
Carol Herbert
Joel Hodgson
Katherine Kelly
Terez Kormanyos
Amy Lamont
Jennifer Lawler
Ashlin Madigan
Deborah Makea
Joanne Maylin
Vicki Moane
Kirstie Morgan
Suzanna Neal
Steven Olson
Judy Ann Pilcher
Debra Roberts
Grant Stylianou
Cherie Teasdale
Lesley Tetley
Gail Turner
Coral Vann
Natasha Warn
Amy Webster
Fiona Wilson

10 Years

Maree Andrews
Elizabeth Honeyman
Jo-Anne Johnston
Diane Murphy
Sharon Redman
Stella Theologis
Kay Volk
Deborah Wortley
Sheryl Zivko

15 Years

Robyn Artho
Robynn Lea Burke
Editha Eaton
Beatrice Vann

20 Years

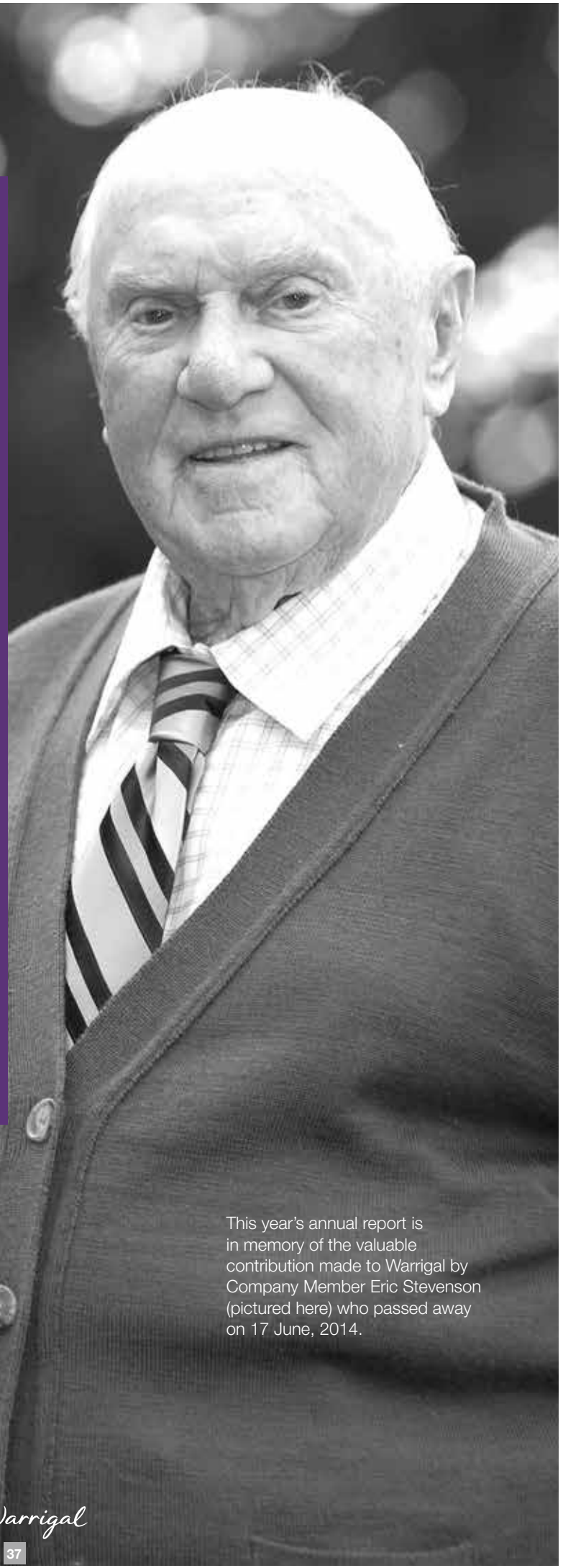
Cheryl Cregan
Leigh Finch
Aileen Keegan
Barbara Maderak
Fiona Murray

25 Years

Vernia Blundell
Jennifer Deegan
Suzanne Newman
Heather Peacock
Ingrid Van Krevel

30 Years

Cheryl Thrower



This year's annual report is in memory of the valuable contribution made to Warrigal by Company Member Eric Stevenson (pictured here) who passed away on 17 June, 2014.



50 Warrigal

Celebrating 50 years volunteering

Did You Know?

1981 – Volunteer fundraising was given a boost by the opening of the Ladies Auxiliary opportunity shop, in the old Commonwealth Bank building in Warilla, now located at Warilla Community Village and run by former board member, Carol Gribble.

People will be confident in Warrigal because our services are robust and viable, now and into the future

Statutory, regulatory and policy

Warrigal obtained an unmodified set of statutory Financial Reports signed off by our auditors KPMG.

The Department of Fair Trading required new documents prescribed in the Retirement Villages Amendment (Standard Contract) Regulation 2013. It became mandatory to use the standard contract for village contracts entered into of or after 1 October 2013. On that basis eight disclosure statements, contracts and general inquiry documents were developed for revision by Business Partner and Retirement experts Atkinson Vinden and implemented by Client Services for each of the community villages.

On 20 April 2012, the Federal Government released the Living Longer Living Better (LLLLB) aged care reform package. This was in response to the Productivity Commission's Caring for Older Australians report, the recognised need by consumers, industry and government to reform the aged care sector, and opportunities to enhance the framework to deliver aged care solutions to a growing market.

The LLLLB reforms aim to address recognised challenges in the aged care system. This includes changing selected financial arrangements in order to meet increased needs and changing preferences of an ageing population, and to mitigate financial pressures on providers and the Federal Government.

The following LLLLB changes have been introduced:

- 1 January 2014 - Aged Care Pricing Commissioner (ACPC) who will make determinations on applications to charge Level Tier 3 accommodation prices appointed.
- 19 May 2014 - Published accommodation prices applicable from 1/7/14 for all room types –on the My Aged Care website.
- 26 June 2014 - Senator Mitch Fifield announced the cessation of the Dementia and Severe Behaviours supplement in residential aged care.
- 1 July 2014
 - Introduction of 4 levels of Home Care packages including transition of existing packages
 - All new HC Packages are provided as Consumer Directed Care (CDC)
 - New Home Care Package Guidelines commenced
 - ACAT approvals for packaged care will not lapse
 - Implementation of 1st stage of the Gateway, national contact centre & My Aged Care Website
 - Changes to the Aged Care Funding Instrument (ACFI)

As a result of the above changes, Warrigal has undertaken the following:

- Published accommodation prices applicable from 1/7/14 for all room types on the Warrigal website and in any promotional materials. Services have different prices for different categories of rooms.
- Changed the way in which subsidies and fees are calculated with income tested fees being introduced in home care.
- Strengthened means testing arrangements in aged care combining the current income and asset tests to ensure a consistent fees policy.
- Applied annual and lifetime caps on means tested fees.
- Removed the High/Low distinction.
- Residents have the choice of paying for Accommodation by Refundable Accommodation Deposit (RAD), Daily Accommodation Payment (DAP) or a combination of both. They are also allowed drawdowns from RAD for DAP.
- Accommodation supplement has increased for those facilities that meet the Significant Refurbishment criteria.

From the Archives

Op-shop opens today

The grand opening of the Mt. Warrigal Retirement Village Auxiliary's Village Op-Shop takes place today.

The op-shop is located in George Street, Warilla, in the original Coles-Foodland store.

The store has been empty since late last year when the Commonwealth Bank began plans to erect its new Warilla branch on the site. Mt. Warrigal Retirement Village Auxiliary President, Mrs. Fay Smith, said following an approach by the auxiliary, the Commonwealth Bank agreed to let them use the premises rent free until work was ready to start on the bank.

Mrs. Smith said the auxiliary was delighted to have somewhere to sell their goods and was thrilled with the gesture by the Commonwealth Bank.

"The auxiliary plans to build its own op-shop on the site of the 50-bed nursing home in George Street, Warilla," Mrs. Smith said.

"In the meantime this will provide an ideal opportunity to raise funds," she added.

Mrs. Smith said volunteer workers had worked for three days to clean the shop to prepare it for today's opening.

She said it was hoped the general public would assist by donating clean clothing and other saleable goods to the shop.

The op-shop opens at 10am today and will be open from 10am until 3pm every Wednesday to Friday.

Our picture shows some of the volunteers who "chipped in" to help make the new op-shop premises spotless for today's grand opening.



Using Technology for Better Communications

Using technology for better communications

A number of new equipment and equipment upgrades were implemented in 2013-14:

- The installation of wired and wireless network, computers and phones in Waratah House in our Goulburn Care Home was completed.
- The upgrade of iCare to Version 3 was completed. This version offers more seamless linking and control over care plan creation. This has resulted in more accurate and up-to-date resident documentation being readily available.
- User accepted and capacity testing was completed that allowed Internet Explorer to be upgraded to version 10 from version 8. This will now allow our MEX/eProperty to be upgraded.
- The provision of internet access via WiFi network, was activated at Albion Park Rail Residential Care Home in mid January. This service has enabled the deployment of the INS SmartKiosk trial. This enables our client's health to be monitored/checked remotely and is also available for GPs to access their care documentation systems, as well as Warrigal iPads to access the internet.

A project to develop and operate an extended back up service was completed. A disaster recovery test was undertaken on the basis that a critical hardware failure has affected the SQL server and services for applications needed to be restored for business continuity. The outcome of the test was that the application was restored to a usable state in five hours. The IT backup and disaster recovery will deliver increased reliability and data retention to better manage IT risks.

A major disruption of ADSL services at the Wollongong Telstra Exchange caused a three week computer outage at our Coniston Residential Care Home. The IT Service Continuity Plan was activated to provide access to the care documentation system using laptops and 3G internet links.

The IT Services Review was completed and proposed a number of changes to our internal IT Governance systems which have since been implemented, including the establishment of an IT Operations Committee, an IT Governance Committee and a Project Management Systems Committee.

A tender was conducted for the IT Service Contract, resulting in the selection of existing IT Business Partner Microsolve as the preferred respondent. This recommendation was endorsed by the IT Governance Committee.

The Community Care Management System, iCareHealth CCM, was piloted successfully at Connect Illawarra. Planning is underway to implement at Connect Goulburn and Connect Queanbeyan, and to integrate with Payroll and Finance systems.

A series of information system user satisfaction surveys has indicated ongoing high satisfaction with the computer system.

Due Diligence

Our Business Risk and Audit Committee (BRAC) continues to meet quarterly ensuring a focus on effectively managing current and future business risks. The risks being measured on a quarterly basis by this committee are:

- Financial performance
- Governance quality
- Strategic Direction
- Care quality
- Property project expansion growth
- Human resources
- Safety systems
- Information management
- Reputation
- Business partnerships
- Compliance and accreditation

To mitigate risk a project management system linked to policy, strategic directions and outcomes has been implemented. This in turn will align performance to strategic direction.

The development of an investment policy that is linked to our treasury and disclosure policies has allowed the engagement of Bridges as our Portfolio Manager. This allows investment in a wider range of products seeking a higher yield while mitigating risk and complying with the Permitted Uses under the Aged Care Act.

A benchmarked Refundable Accommodation Payment (RAD) & Daily Accommodation Payment (DAP) review was undertaken and published on the My Aged Care and Warrigal websites for all residential care homes.

Our Award Winning Volunteers

Carol Gribble Auxiliary Member

2013 ACSA State Awards - Volunteer of the Year



The dementia and cognition supplement and veteran's supplement (home care), the dementia and severe behaviours supplement and the veteran's supplement (residential care) were introduced from 1 August 2013 and contributed \$335,000 to Warrigal's revenue this year. Unfortunately the residential dementia supplement will cease on 31 July 2014.

Applications were approved by the Department of Health & Ageing (DOHA) to activate the 40 provisional high care places in single ensuited rooms located at the new Waratah House commencing the 2nd September. DOHA also approved the transfer of 24 high care ESS places from Acacia to Waratah House as well as an additional 16 HC ESS places within Waratah House making a total ESS of 40 high care places in Waratah House.

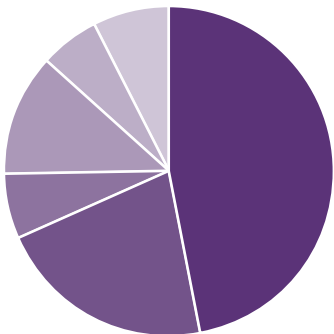
The Department of Social Services approved the application to reduce the number of ESS places at Goulburn Residential Care Home Waratah House from 40 to 28 places and increase the size of the secure unit in Grevillia House from 26 to 38 places.

Warrigal complies for an additional budgeted ongoing \$380k Significant Refurbishment funding at our Goulburn home commencing 1st July in 2014-15.

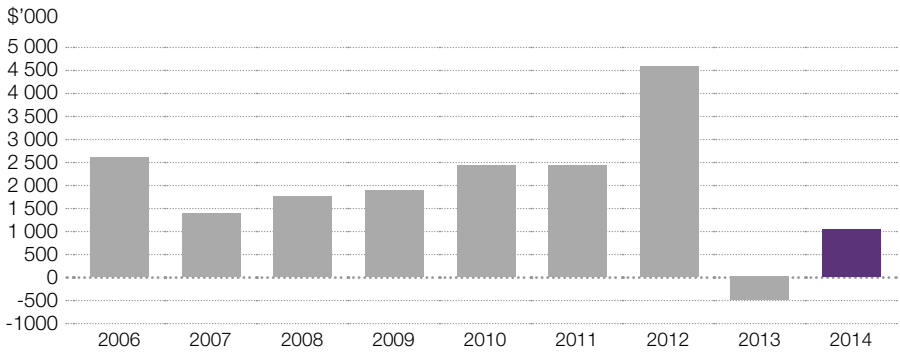
Mirus Australia was engaged to undertake an ACFI optimisation review and education program (which trained 271 care staff) which commenced on the 17th February and was completed on the 2nd April. All seven homes were reviewed with 230 residents identified for a potential ACFI uplift of \$3.061m per annum. Documentation to support 178 resident uplifts have now been lodged with Medicare totalling \$2.679m per annum as at 27th June.

Summary of expenditure by service type 2014

- Merged Care 47.1%
- High Care 21.5%
- Low Care 6.3%
- Other 12.0%
- Villages 5.8%
- Connect 7.3%

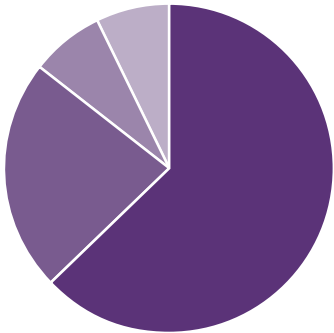


Cash from operating activities

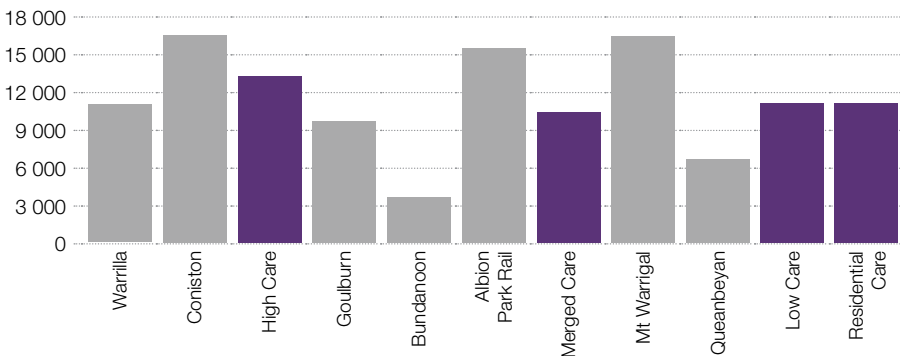


Summary of income sources 2014

- Govt Funding 62.9%
- Resident fees 22.9%
- Loan DMF Bond Ret'n 7.2%
- Other 7.0%



2013-2014 Earnings before interest, tax, depreciation and amortisation for high, merged and low care homes per bed



Our land and buildings



Our Property Development Plan

The 10 Year Property Development Plan was finalised and adopted this year to facilitate the delivery of all projects in line with Warrigal's strategic plan, vision and purpose in a financially sustainable manner.

Project Sequencing:

Location	RCH	Village
Shell Cove	2015	2015/16
Warilla, Coniston & Mt Warrigal – Fire Sprinklers & Refurbishments	2015	N/A
Wollongong	2016/17	2016/17
Queanbeyan	2018/19	N/A

Service expansion in Wollongong was delayed in 2012-13 as the Planning Proposal to rezone our site with increased building height was not supported by Council. In May 2014 a new Planning Proposal was lodged with Wollongong City Council in light of changes to the NSW Planning system implemented in 2013. Another Wollongong location is also being assessed.

Construction of the Community Village at Goulburn was completed on 30 August 2013. 34 of the 36 villas to date are now occupied with our newest residents now calling Warrigal Goulburn home. Construction of the extension of the Residential Care Home (RCH) at Goulburn was completed on 24 September 2013. The extension provides an extra 40 single rooms with ensuites.

Development Consent for the Community Village at Shell Cove was obtained in December 2012 for 98 apartments and a 128 bed RCH. A further S96(2) amendment to this Development Consent in relation to the service was lodged on 1 July 2014 in order to incorporate improved design initiatives and to ensure the financial sustainability of the

project. The new configuration (if approved) will be a 128 bed RCH with Community Hub, 6 serviced apartments, 33 villas and 47 apartments both 2 and 3 bedroom. In December 2013 the Warrigal Shell Cove project successfully gained a \$17m funding grant for construction of the RCH by the NSW Government's Restart Illawarra Infrastructure Fund.

Development Consent for our planned Queanbeyan 125 bed RCH was gained in November 2012. A construction certificate was prepared for an additional wing for the Bundanoon RCH and gained approval in July 2013.

An extension was completed at the Albion Park Rail home in July 2013 providing an additional 10 work spaces and office areas. Improvements also included an upgrade to the foyer and reception area.

Places

Our locations reflect our values and show how important older people are to us.

Our Asset Management System "eProperty", which allows all property requests to be electronically lodged, tracked and managed, is fully up and running. Our customers were surveyed to determine if its implementation had been a success. Feedback from our Community Village and Residential Care Home customers agree that it has been a success as the system is useful, effective and simple to use.

Property Services operated in 2013-14 with a reduced workforce with reduced hours in our Property Improvement, Environmental Sustainability and Property Maintenance streams. In June 2014 a staff restructure was implemented to reassign existing hours to better resource the property maintenance and improvement streams.

This year Property Services staff responded to 13,410 requests for general maintenance, up from 11,511 last year. 30 community village villa & apartment refurbishments were completed with rooms in our Residential Care homes being maintained throughout the period.

19 projects were completed as part of the Property and Equipment Plan (PEP), 4 were consolidated into larger upgrade projects and 7 transferred to the 2014-15 Property Improvement Plan for completion. Completed projects included floor covering replacements at Queanbeyan home & village and Goulburn home, refurbishment of Figtree village community centre, solar heating replacement at Queanbeyan, fire safety upgrades at Queanbeyan and Goulburn and monitoring software upgrades to nurse call systems. Changing all signage for buildings, vehicles and buses as part of the Rebrand was a major project this year. Preventative external Paint Maintenance Programmes continued at 7 villages to maintain a high standard of maintenance and presentation.

Significant upgrades for the Residential Care Homes at Warilla, Coniston and Mt Warrigal are planned for 2014/15

including the installation of fire sprinklers. The estimated investment in these upgrades will total in the order of \$3-3.5m subject to successfully gaining additional accommodation supplementary funding.

Property compliance

All Warrigal Residential Care Homes maintained their Commonwealth Certification in 2013/14.

Our Annual Fire Safety Statements and fire engineer inspections were completed and all fire safety systems maintained and certified throughout the year.

In line with legislation effective 1 January 2013, we have nominated with the Department of Planning and Infrastructure (DoPI) a 3-year term for the installation of sprinklers at care homes that do not have sprinklers including Warilla, Mt Warrigal and Coniston. Installation of fire sprinklers at these locations will be complete prior to the nominated mandatory completion date of March 2016.





The way we relate develops Trust

We officially launched our new brand and visual identity in October 2013 at our Annual Dinner. Together with our small creative team we successfully rolled out our new brand identity, which included a new customer-centric website, a suite of integrated services communication brochures, new terminology and of course our signature colour – purple.

Results from the IRIS Research December 2013 omnibus revealed that from July 2013 (pre-brand launch) to December 2013 (post-brand launch) Warrigal experienced an 8.9% lift in brand recall within the Illawarra region and a 15.7% brand recall in the Goulburn area.

Building on our partnerships has been particularly important this year with the establishment of two 'Memorandum of Understanding' partnerships with the Figgy Bowling Club in March and with the Links Golf Club (Shellharbour) in April this year.

Many of our residents and customers have been active members and supporters of both clubs. These partnerships mark the start of a mutually supportive engagement process with customers of both Warrigal and the clubs.

Our philosophy is built around supporting older people and providing them with the opportunity to 'be themselves' through feeling connected, happy, respected and independent. We are also advocates of our customers and residents experiencing fun, freedom and fitness through community activities, clubs and meaningful relationships. Forming mutually aligned partnerships with clubs and local communities allow both community organisations and Warrigal to better engage with older people through social and recreational opportunities.

We also took part in the first ever Aged and Community Services Australia (ACSA) National Aged Care Open Day on Friday 20th June. Along with other aged care providers

around Australia, We opened our doors to our local communities in Goulburn, Albion Park Rail and Bundanoon for what we hope will be an annual event, the idea is centered around celebrating aged care services and encouraging communities to visit Residential care homes such as Warrigal, to see for themselves the positive experiences that happen in our care homes every day.

Warrigal's residents, customers and potential clients can now ring 1800 WARRIGAL as an alternative to 1800 626 670 allowing them a 'one stop shop' for information to all of Warrigal's services.

Engaging and supporting our communities

Auxiliaries

Our 3 auxiliaries are located in Goulburn, Illawarra and Bundanoon. They are each incorporated as separate associations, but remain significant stakeholders in our organisation as volunteers, fundraisers and community advocates. We sincerely thank them for their impressive and loyal ongoing support.

Warrigal Goulburn Auxiliary Report

Funds raised \$11,251

The Warrigal Goulburn Auxiliary fundraising ventures this year have included raffles, fete craft fair, car boot & stall sales, cookie dough drive, slice drive, winter woollies and craft sale.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Goulburn residents and clients. Folding chairs and beds, BBQ, residents mothers & fathers day gifts, prizes for bingo, happy hour and welcome packs for new residents in Waratah.

President- Wendy Crisp
Secretary- Barbara Dunn
Treasurer- Freda Bush
Total Members- 16

Warrigal Illawarra Auxiliary Report

Funds raised \$65,843

The membership has increased by one this year and now stands at 23. We have an average of 13 attending each monthly meeting.

Fundraising mainly comes from the opportunity shop, but a noticeable decrease in customer numbers has been observed. Bus trips are still well attended. Monthly morning activities have been varied and well attended with a Seniors

Week concert, two fashion parades, musical mornings with Ukulele group, poetry readings and craft, Blooms the chemist on medications and Christmas luncheon.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Illawarra residents and clients. Dining chairs and tables, mobicline chairs, hygiene slings, shower chairs are just some of the items.

President - Betty Gorton
Secretary - Lorraine Korgitta
Treasurer - Wendy Meikle
Total Members – 23

Warrigal Bundanoon Auxiliary Report

Funds raised; \$5,904

The Warrigal Bundanoon Auxiliary fundraising has continued to receive enormous support from local community members and organisations through their generous donations and attendance at fundraising events including Easter, Mothers Day, Fathers Day and Winter Christmas raffles, luncheons, plant stalls, mah-jong day and BBQ events.

This great work has enabled the Auxiliary to purchase much needed equipment to support the care, safety and comfort of our Bundanoon residents and clients. Items include air chairs, computer for resident's use, relaxation and many other important items.

President - Dorothy Quigg
Vice President – Margaret Berckleman
Secretary/treasurer – Ann McCarter
Total Members - 8

Our Environment

We are continually reviewing our buildings and how they can be more efficient. As Warrigal Communities run 24 hours, 7 days per week, any efficiency improvements we can make have a 365-day impact.

We have continued our strategic approach regarding energy usage and are beginning to see reductions in our energy consumption across the organisation, contributing to our aim to be responsible for our impact on our environment. Maintaining awareness and raising the profile of environmental sustainability across all Warrigal locations remains a key driver to facilitate ongoing reductions.

Warrigal is committed to minimising our environmental impact now and into the future. Energy efficiency in Aged Care is a relatively new frontier. To assist with our endeavour, we have developed collaborative partnerships with Regional Development Australia-Illawarra, where we are part of a project that aims to improve energy efficiency of older householders whilst maintaining thermal comfort and making a positive difference in the knowledge, attitudes and behaviours relating to energy efficiency across the community. We continue our relationships with the Office of Environment and Heritage and multiple departments within the University of Wollongong including the Sustainable Buildings Research Centre. These working collaborations enable innovative initiatives created specifically to integrate into our industry and recognise the existing knowledge and interest of older people in environmental sustainability.

Monitoring our energy use

Warrigal uses Planet Footprint to provide a robust and independent emissions reporting system and we are one of the first aged care organisations in Australia to independently and transparently report our emissions.



Silver Award Recognition for sustainability

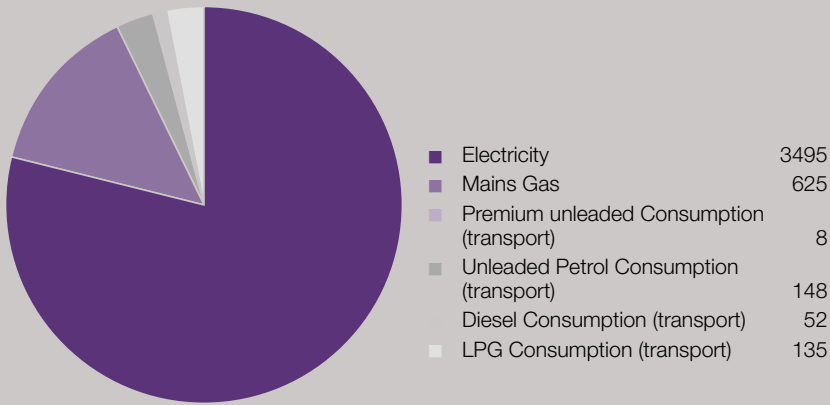
In October 2013 Warrigal achieved Silver recognition under the Office of Environment & Heritage Sustainability Advantage program. In order to qualify to become a Silver Partner (from bronze) we demonstrated significant achievements through the program. The award was accepted from the Minister for the Environment, The Hon Robyn Parker MP.

In September 2013 Warrigal was acknowledged as a finalist in the NSW Govt. Green Globe Awards. We were recognised in the Community Sustainability category where we were congratulated for outstanding environmental achievements by a NSW not-for-profit organisation.

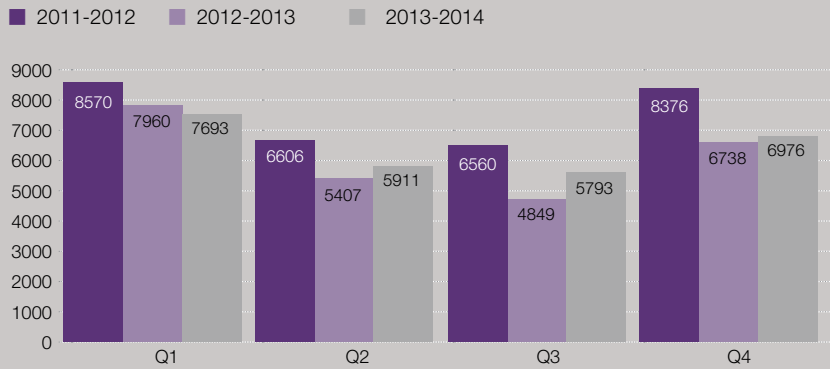
Did You Know?

1982 – Volunteer directors continue to steer the organisation, now incorporated as a public company under the name Mount Warrigal Retirement Village Ltd, which also became a registered charity with all funds directed to Care Services.

This graph shows our emissions (tCO2e) breakdown for Warrigal over the 2013-14 financial year.



This graph shows energy consumption (GJ) per quarter for the whole organisation for the last three years.



Our Directors

The directors present their report together with the financial report of Warrigal Care ("the Company") for the financial year ended 30 June 2014 and the auditor's report thereon.

Directors

The directors of the Company at any time during or since the end of the financial year are:



Alan Hardy

Chairperson

Independent Non-Executive Director

Age 72 years

Member of the Care Governance Committee

Member of Planning Development and Sustainability Committee

Member of Project Control Group

Mr Hardy was appointed a director in 1984. He is a retired teacher and holds a Bachelor of Arts (Economics) Degree. Mr Hardy is a Justice of the Peace.



Brian Monk

Vice Chairperson

Independent Non-Executive Director

Age 70 years

Member of Planning Development and Sustainability Committee

Mr Monk was appointed a director in 1988. Mr Monk is now retired after working for 48 years and has run four successful small businesses in industrial and catering sectors. He has qualifications in Supervision and Management as well as three mechanical trades. Professional interests include transport, tourism, OHS&E and building construction.



Roger Downs

Vice Chairperson

Independent Non-Executive Director

Age 60 years

Member of Business Risk and Audit Committee

Mr Downs was appointed a director in 1997. He is a Lawyer and Chairman of Partners at Kells Lawyers. Mr Downs holds degrees in Commerce and Law and a postgraduate diploma in Management, and is also a Law Society of NSW Accredited Specialist in Property Law and Business Law. He is chair of the Business Law Committee of the Law Society of NSW, a Director of Community Alliance Credit Union Ltd, a board member of the Illawarra Shoalhaven Local Health District and a member of the Wollondilly Shire Council Audit Committee. His community involvement includes 18 years in Corrimal Apex Club and many years as honorary legal adviser to Surf Life Saving Illawarra.



(Peter) Wayne Morris

Independent Non-Executive Director

Age 56 years

Chairperson of Business Risk and Audit Committee

GAICD, ACIS, ACIM, MIPA, AIMM, AIFS

and AMP (Harvard). Appointed as director in 2009. CEO of CareWorks Inc & Secretary of Churches of Christ in NSW Property Trust. 30 year career at IMB Ltd including 7 years as CFO and 9 years as CEO. Voluntary business consultant to various community, charity and church organisations. Also on the boards of Illawarra Performing Arts Centre Inc., Southern Illawarra Church of Christ, Wollongong Symphony Orchestra Foundation Ltd, Destination Wollongong Limited and the Advisory Council to Illawarra Venues Authority. Previously board member of Newcastle Permanent Building Society Ltd, an industry association, a financial planning company, a not-for-profit research organisation, a private school and other community organisations.



Wynand Janssen

Independent Non-Executive Director

Age 63 years

Member of the Care Governance Committee

Mr Janssen was appointed a director in 2012. He has worked in commercial financial roles for over 40 years, the past 20 as Regional Finance Director for a multinational corporation. He was previously a Director, and Treasurer, of Warrigal Care from 1997 until 2009, resigning from that role to take up an overseas assignment. He holds degrees in Commerce and Education as well as an MBA. He is a member of CPA Australia and a Fellow of the Institute of Company Directors. He is a charter member of the Rotary Club of Illawarra Sunrise and has served in various capacities both within the club and at district levels.



Margaret Collins

Independent Non-Executive Director

Age 61 years

Member of Business Risk and Audit Committee

Mrs Collins was appointed a director in 1997. She has over 32 years experience in the financial services industry, is a Fellow of the Institute of Financial Services and has completed the Diploma of Financial Planning through Deakin University. Mrs Collins is presently a Financial Planner with Smart Financial. Past community involvement includes serving as Secretary of Warilla Chamber of Commerce, Treasurer of Skills with Advancement and Training, Branch Delegate for Shellharbour Junior Surf Life Saving Club and Shellharbour Netball Club.



Philip Thompson OAM

Independent Non-Executive Director

Age 64 years

Chairperson of Planning Development and Sustainability Committee

Member of Project Control Group

Mr Thompson was appointed a director in 1999. He holds qualifications in Civil Engineering and is presently a Subdivision and Development Engineer for Shellharbour City Council. He has held voluntary positions with the Salvation Army Red Shield Appeal as their Shellharbour/Kiama area chairman from 2000 – 2007, was the Association of Apex Clubs NSW State President in 1989 and Illawarra District Governor in 1985 and

1986. He was an inaugural member of the Illawarra Life Education units, past Treasurer of the Illawarra branch of the Automotive and Mechanical Engineers, past Secretary of the Oak Flats Junior Hockey Club and is a Justice of the Peace.



Judy Mullan

Independent Non-Executive Director

Age 54 years

Member of the Care Governance Committee

Dr Judy Mullan was appointed a director in 2000. She is a senior lecturer in the Graduate School of Medicine at the University of Wollongong and the Illawarra Health and Medical Research Institute (IHMRI) theme leader (scientific) for Ageing and Chronic Conditions. Judy holds a Bachelor degree in Pharmacy and the Arts, as well as a PhD in Public Health. She is a registered pharmacist and a fellow of the Society of Hospital Pharmacists of Australia. Her community involvements include voluntary work for aged care services, multicultural organisations, church organisations, and support for rural health and medical university students. Her professional and research focus aims to improve health literacy, medication management and the safety and quality use of medicines, especially among older people with chronic conditions.



(Patricia) Anne Doorn

Independent Non-Executive Director

Age 69 years

Member of the Care Governance Committee

Mrs Doorn was appointed a director in

2009. She is a Registered Nurse with decades of hospital and aged care management experience. Retired since 2004 she is active in her community and church and an honorary member of Kiama Rotary Club. Mrs Doorn retired as a director on 28 October 2013.



Helen Newman

Independent Non-Executive Director

Age 55 years

Chairperson of the Care Governance Committee

Member of Planning Development and Sustainability Committee

Mrs Newman was appointed a director in 2004. She is a Registered Nurse currently working at Shellharbour Hospital in Nursing Administration. She has several certificates related to post graduation nursing studies and a Graduate Diploma in Nursing (Critical Care). She is a member of the Australian College for Infection Prevention and Control. She has helped St Vincent de Paul as a collector for the annual door knock appeal over the last several years.



Mark Sewell

Company Secretary

Mr Mark Sewell, MBA, B.Soc Sci, AIMM, MAICD, was appointed to the position of Chief Executive Officer and Company Secretary in April 2008. He was the Deputy Chief Executive Officer of Warrigal Care since 2001 and previously held management positions with the NSW Government Departments of DADHC, DoCS and IAHS. He is a director on a number of non-profit boards and is a director and regional chairperson for the Aged and Community Services Association NSW/ACT.

Directors' Report

Directors' meetings

The number of directors' meetings (including meetings of committees of directors) and number of meetings attended by each of the directors of the Company during the financial year are:

Meetings								
Director	Board of Directors meeting and extraordinary meetings		Business Risk and Audit Committee meetings		Planning Development and Sustainability Committee meetings		Care Governance Committee meetings	
	Eligible to attend#	Attended	Eligible to attend#	Attended	Eligible to attend#	Attended	Eligible to attend#	Attended
A Hardy	11	9	4	4	4	3	4	1
B Monk	11	11	-	3*	4	4	-	-
R Downs	11	11	4	4	-	-	-	-
P Morris	11	9	4	2	-	-	-	-
M Collins	11	9	4	3	-	-	-	-
P Thompson	11	10	-	2*	4	4	-	-
J Mullan	11	11	-	-	-	-	4	4
P Doorn	1	1	-	-	-	-	1	-
W Janssen	11	8	-	1*	-	-	-	2*
H Newman	11	11	-	-	4	4	3	3

Number of meetings eligible to attend in a formal capacity as a committee member

* Includes meetings attended as an observer, not in the capacity as a committee member

Objectives

The long term objective of the Company is to support older people to create inspiring communities. The Company aims to deliver innovative and quality aged care through superior services, practices and management. The five (5) strategic directions underpinning this objective are: people will choose Warrigal because we provide the services they want as they get older; people will prefer Warrigal because our staff and volunteers have the values and skills to offer great service; people will connect with Warrigal because we communicate in ways that inspire them; people will enjoy Warrigal because we support their independence in their home; and people will be confident in Warrigal because our services are robust and viable, now and into the future.

The Company's Towards 2020 - Strategic Plan outlines a total of twenty three (23) outcomes linked to the strategic directions.

The short term objective of the Company is to return back to surplus and to deliver budgeted results. The focus is on revenue, achieving funding targets, budgeted occupancy and aligning with industry benchmarks.

Principal activities

The principal activities of the Company during the financial year were the provision and operation of:

- High care – Warilla and Coniston;
- Low care – Mount Warrigal and Queanbeyan;
- Merged care – Goulburn, Bundanoon and Albion Park Rail;
- Community Villages – Warilla, Lake Illawarra, Albion Park, Figtree, Albion Park Rail, Queanbeyan, Bundanoon and Goulburn (from 30 August 2013);

- Club Connect Centres – Illawarra and Goulburn;
- National Respite for Carers Programme (NRCP) - Goulburn;
- Home Care – Level 2 the Illawarra, Queanbeyan and Goulburn and Level 4 in Goulburn and Queanbeyan; and
- Home and Community Care (HACC) programs at Goulburn, Queanbeyan and the Illawarra.

There were no significant changes in the nature of the activities of the Company during the year.

The monthly performance report by management to the board outlines progress on how the Company's activities are aligned to the Company's strategic outcomes.

Review and results of operations

	2014 \$'000	2013 \$'000
Result		
Net (deficit) / surplus	(555)	(4,424)

The 2014 result includes \$1,200,000 for the activation of 40 government bed licences at Goulburn. The 2013 result includes an impairment loss of \$2,821,000 for Wollongong properties held for service expansion.

Excluding the 2014 licence income, the Company's income increased from \$49.55 million to \$53.16 million in 2014 (an increase of \$3.61 million or 7%) due to increases in government funding and care recipient contributions.

Excluding impairment losses, expenditure increased from \$52.71 million to \$55.99 million in 2014 (an increase of \$3.28 million or 6%). This was mainly due to the increases in wages and care costs necessary to maintain our standards of care and for additional costs of expanded services.

Excluding the above one-off items in both financial years, the 2014 result would be a deficit of \$1,755,000 and the 2013 result would have been a deficit of \$1,603,000. The reduction in underlying surplus reflects costs rising faster than revenue. The main type of expenditure is personnel costs, which rose by 7% or \$2,534,000 in 2014. The main type of revenue is government funding, which rose by 6% or \$1,840,000 in 2014.

This statement is to be read in conjunction with the Chief Executive Officer's Report.

Events subsequent to reporting date

From 1 July 2014 the Australian Government has introduced changes to Home Care Packages and Residential Aged Care. People seeking home care or moving into an aged care home can be asked to contribute to their costs if they are financially able to do so. Accommodation bonds and retention income will cease for new residents and Refundable Accommodation Deposits (RADs) and Daily Accommodation Payments (DAPs) have come into affect. In addition, residents whose income and assets exceed thresholds set by the Australian Government will also be asked to pay a means-tested care fee which contributes to the cost of their clinical care. These changes have resulted in the need to train staff, update contracts and upgrade computer systems in order to handle the new rules and charges. They also have the potential to impact occupancy rates and cash flow but the impact of this is too early to predict.

During July 2014 the Department of Social Services approved the transfer of thirty (30) provisional high care licenses from Bundanoon to Shell Cove.

Warrigal lodged two S96(1) amendments to development applications to Goulburn Mulwaree Council on 14 April 2014. The purpose of the S96(1) modifications was to remove the conditions of consent requiring Warrigal to construct a nearby loop road that was not connected to the Goulburn Community Village. In it's meeting on the 5 August 2014 council voted to reject the S96(1) modifications and require the road to be constructed within the next 12 months, or as agreed by Council General Manager. Legal advice received indicates that they are invalid conditions of consent and an appeal to the Land & Environment Court (LEC) in relation to the decision is available. We are currently obtaining information to understand the cost of an LEC appeal and the estimated cost to construct the road. This financial information will be assessed against other consequences and risks of running the LEC appeal.

There has not arisen in the interval between the end of the financial year and the date of this report any other item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in subsequent financial years.

Likely developments

Warrigal Shell Cove amended plans were lodged with Shellharbour City Council on 1 July 2014. The proposed design will deliver a one hundred and twenty eight (128) bed Residential

Care Home plus six (6) serviced suites with an integrated Community Hub and eighty (80) village residences consisting of forty seven (47) apartments and thirty three (33) single story villas (2 and 3 bedroom) plus extensive landscaping, pathways and roadways. Ninety eight (98) high care licences were obtained in the 2010 Aged Care Approvals Round (ACAR) with forty six (46) approved for Extra Service Status (ESS). Thirty (30) high care licences were transferred from Bundanoon in July 2014. Following lodgement of the S.96(2) the first Project Control Group meeting was held with Warrigal internal stakeholders on 3 July 2014. The funding Deed and \$17 Million grant with Infrastructure NSW was executed on 25 July 2014. Fortnightly meetings are progressing with the design consultant team for detailed design for Construction Certificate, with construction commencing in August 2016.

The Planning Proposal for the Wollongong Corrimal Street site was lodged with Wollongong City Council on 16 May 2014. The Planning Proposal recommends a height limit of 24m (from 9m) and a Floor Space Ratio of 1.5:1 (from 0.5:1) and maintenance of the current B6 zoning (with Aged Care and Seniors Living as permitted uses) in relation to the site. Council had, under new planning requirements, 90 days to progress the proposal which expired on 14 August 2014. On 14 September 2014 Wollongong City Council advised that additional resources were being allocated to the assessment of planning proposals and the Warrigal proposal was anticipated for a Council resolution in November 2014. In addition to the Planning Proposal, Development Consent for the Residential Care Home was issued on 11 July 2014 following completion of all pre-commencement conditions.

A revised development application for the expansion and redevelopment of services at Queanbeyan was approved in July 2013. Sixty (60) high care places were obtained in the 2010 ACAR and approved for ESS in the 2011 ACAR.

It is expected that existing operations will continue at Mount Warrigal in line with the lease with Shellharbour Council. The value of Warrigal Care Mount Warrigal will be written down over that period, resulting in accelerated depreciation expense up to 31 December 2020.



Our Award Winning Volunteers

Recognition for our volunteer teams; including Best Volunteer Group in the Illawarra. March 2003



Property has been purchased in Oak Flats, Lake Illawarra and Albion Park for the purpose of providing additional aged care facilities and services. The development consent for a one hundred and twenty five (125) bed care home at Lake Illawarra was activated in June 2012, with timing of construction subject to the overall service expansion plan.

Environmental regulation

The Company's operations are not subject to any significant environmental regulations under Commonwealth or State legislation. However, the Board believes that the Company has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Company.

Significant changes in the state of affairs

In the opinion of the directors there were no significant changes in the state of affairs of the Company that occurred during the year under review.

Directors' interest and benefits

Since the end of the previous financial year, no director of the Company has received or become entitled to receive any benefit other than a benefit included in the aggregate amount of remuneration received or due and receivable by directors shown in the financial statements, by reason of a contract made by the Company, its controlled entities, or a related body corporate with a director or with a firm of which a director is a member, or with an entity in which a director has a substantial interest, other than as disclosed in Note 19 to the financial statements.

Indemnification and insurance of officers

The Company paid a premium in respect of a contract insuring directors and officers of the Company against liability. The directors have not included details of the nature of the liabilities covered or the amount of the premium paid in respect of the directors' and officers' liability insurance contract, as such disclosure is prohibited under the terms of the contract.

A deed of indemnity has been entered into with RJ Downs, a director of the Company, to indemnify him from and against any liability incurred in his position as a director of the Company, including reasonable defence costs. This deed excludes indemnity to the extent that such indemnity would be prohibited by: Section 241 of the Corporations Act 2001; or any other statutory provision or the common law.

Members' liability

The Company is limited by guarantee and has 46 members (2013: 44 members).

Pursuant to the Memorandum of Association of the Company, every member has undertaken in the event of a deficiency on winding up during the time that they are a member or within one year afterwards, to contribute an amount not exceeding \$50.

Lead auditor's independence declaration

The lead auditor's independence declaration is set out on page 31 of the Annual Financial Statements and Reports and forms part of the directors' report for the financial year ended 30 June 2014.

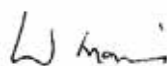
Rounding off

The Company is of a kind referred to in ASIC Class Order 98/100 dated 10 July 1998 and in accordance with that Class Order, amounts in the financial report and directors' report have been rounded off to the nearest thousand dollars, unless otherwise stated.

This report is made with a resolution of the directors:



Roger Downs
Director



(Peter) Wayne Morris
Director

Signed at Albion Park Rail, this 29th day of September 2014



Our Award Winning Volunteers

**Eric Stevenson (deceased) – Figtree Village
President & Older Persons Advisory Group
2009 Senior Citizen of the Year Wollongong Council**



Residential Care Homes

Coniston / 60 places

91 Bridge Street
Coniston NSW 2500

Manager: Yvonne Frankham
Phone: 02 4229 4433
Email: yfrankham@warrigal.com.au

Bundanoon / 90 places

20 Hill Street
Bundanoon NSW 2578

Manager: Vernia Blundell
Phone: 02 4884 6100
Email: vblundell@warrigal.com.au

Goulburn / 160 places

7 St Aubyn Road
Goulburn NSW 2580

Manager: Wannapa Foytong
Phone: 02 4823 0600
Email: wfoytong@warrigal.com.au

Warilla / 100 places

1 Arcadia Street
Warilla NSW 2528

Manager: Sue Brown
Phone: 02 4297 0999
Email: sbrown@warrigal.com.au

Albion Park Rail / 149 places

2 Pine Street
Albion Park Rail NSW 2527

Manager: Joanne McGoldrick
Phone: 02 4230 8150
Email: jmcgoldrick@warrigal.com.au

Mount Warrigal / 40 places

5 Rowland Avenue
Mount Warrigal NSW 2528

Manager: Kathleen Woerz
Phone: 02 4297 0211
Email: kwoerz@warrigal.com.au

Queanbeyan / 46 places

Cnr Canberra Avenue & Campbell Street
Queanbeyan NSW 2620

Manager: Otto Mahlaba
Phone: 02 6299 3876
Email: omahlaba@warrigal.com.au

Warrigal Connect

Illawarra / 388 places

2 Pine Street Albion Park Rail NSW
2527

Manager: Sue Piper
Phone: 02 4256 7880
Email: spiper@warrigal.com.au

Goulburn / 133 places

7 St Aubyn Road Goulburn NSW 2580

Manager: Belinda McClelland
Phone: 02 4823 0608
Email: bmcclelland@warrigal.com.au

Queanbeyan / 85 places

Cnr Canberra Avenue & Campbell Street Queanbeyan NSW 2620

Co-ordinator: Beatrice Vann
Phone: 02 6297 3511
Email: bvann@warrigal.com.au

Warrigal Club Connect

Illawarra 125 clients per week

29 View Street
Lake Illawarra NSW 2528

Co-ordinator: Debby Stevens
Phone: 02 4297 2692
Email: dstevens@warrigal.com.au

Goulburn 105 clients per week

7 St Aubyn Road
Goulburn NSW 2580

Co-ordinator: Rowena Jenkins
Phone: 02 4823 0605
Email: rjenkins@warrigal.com.au

Warrigal Community Villages

Co-ordinator: Lynell Ratcliffe

2 Pine Street
Albion Park Rail NSW 2527

Phone: 02 4230 8106
Email: lratcliffe@warrigal.com.au

Warilla / 40 villas and apartments

1 Arcadia Street
Warilla NSW 2528

Lake Illawarra / 30 villas

1-7 Grove Circuit
Lake Illawarra NSW 2528

Albion Park / 16 villas

7-19 O'Gorman Street
Albion Park NSW 2527

Figtree / 39 villas

69 O'Briens Road
Figtree NSW 2525

Albion Park Rail / 64 villas

2 Pine Street
Albion Park Rail NSW 2527

Queanbeyan / 57 villas and apartments

18 George Street
Queanbeyan NSW 2620

Bundanoon / 12 villas

20 Hill Street
Bundanoon NSW 2578

Goulburn / 36 villas

7 St Aubyn Road
Goulburn NSW 2580

Support Services

Administration Centre

2 Pine Street
Albion Park Rail NSW 2527

Phone: 1800 WARRIGAL
Fax: 02 4257 4232

Illawarra Auxiliary Op Shop

George Street
Warilla NSW 2528
Phone: 02 4296 3794

Property Services Depot

121 Industrial Road
Oak Flats NSW 2527



Contact details

Warrigal Registered Office
 ABN 34 002 392 636

2 Pine Street
 Albion Park Rail NSW 2527

Toll free 1800 WARRIGAL (1800 626 670)
Phone 02 4257 4257
Fax 02 4257 4232
 Email warrigal@warrigal.com.au

For more information about this annual report contact Community Relations on (02) 4257 4257

Additional copies of this and previous annual reports may be downloaded from our website.



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www.facebook.com/warrigalcommunities



Follow us on Twitter
www.twitter.com/warrigalceo



Watch us on YouTube
www.youtube.com/warrigalcommunities



Visit our website
www.warrigalcare.org

Disclaimer

We believe the information contained in this publication is accurate at the time of production (October 2014). However the information is subject to change without notice.